

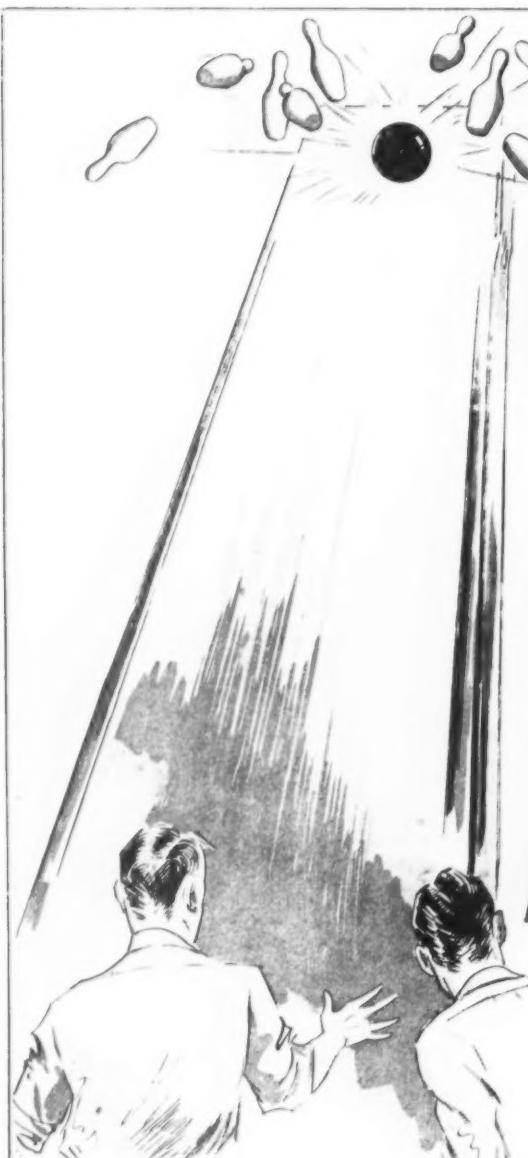
SEPTEMBER 1, 1938

BILL
BROTHERS
PUBLICATION

TWENTY CENTS

Sales Management

- ★ What the Consumer Thinks of Advertising—1938 and 1934: A New Survey
- ★ A Lulu or a Dud? How New England Confectionery Co. Pre-tests New Products
- ★ Will Electric Razors Steal Our Market? Shaving Products Makers Wonder
- ★ Cooking Schools à la Elsa Maxwell Prove a Ten-Strike for Electromaster
- ★ Marketing Pictographs—Advertising Campaigns—Scratch-Pad—The Human Side



You Can't Beat That!

The newspaper that most successfully sells itself is the logical medium to sell the products of others.

In Los Angeles that newspaper is

**LOS ANGELES EVENING
HERALD AND Express**

LARGEST CIRCULATION
OF ANY DAILY NEWSPAPER IN THE WEST

In bowling you can't beat a strike. In advertising, your opportunity for making strikes is ready-made in this, the nation's fourth largest market.

In this above-the-average city (Los Angeles is first in per capita retail sales among the country's eight largest cities) The Evening Herald and Express is read by approximately 60 per cent MORE families than the next largest local daily. Herald and Express families are able-to-buy families, too, for this newspaper has the largest circulation of any daily newspaper in America selling for 5 cents.

Improve your selling score . . . start making strikes by putting this newspaper on your MUST list!

The Los Angeles A. B. C. "City" Area accounts for 70.3% of the population and 75.9% of the total retail sales of Los Angeles County. In this compact, rich market, the Herald and Express is the outstanding choice of daily newspaper readers!

LOS ANGELES EVENING
HERALD AND Express

NATIONAL REPRESENTATIVES:

PAUL BLOCK AND ASSOCIATES

LOOK LEADS ALL OTHER MAGAZINES IN NEWSSTAND SALES

"There's something to think about! LOOK averaged 1,555,000 buyers, per issue, at 10c a copy, for the first 6 months of 1938—more newsstand buyers than any other magazine, selling at any price. That's what you really call demand circulation! No wonder advertisers have invested nearly \$1,000,000 in LOOK since last November. LOOK reaches the people who not only have money to spend but an active audience that is buying now."

**AMERICAN FAMILIES
PAID \$2,000,000 FOR
THE 13 ISSUES OF LOOK
PUBLISHED IN THE FIRST
6 MONTHS OF 1938**





Deviledividend

Wilson & Co., Inc., Chicago meat packers, recently distributed a "deviled ham dividend" among stockholders. Each stockholder received through the mail a three-ounce tin of the company's new deviled ham. Inserted with the package was a card extolling its virtues and asking the stockholders to try it and buy it and to pass the word on to their friends.

Various manufacturers in the past have suggested to their stockholders that they buy company products and so help to expand their market but this is one of the few instances where the entire stockholder list has been sampled with a product.

Lucky Brand

A rabbit's foot is lucky, says Charles Brand, New York, fur trader; and no wonder, for he has sold about 750,000 of them this year and is preparing a big reserve stock in readiness for the demand from World's Fair concessionaires, now looming up. Schenley recently gave away more than a million, attached to bottles of whiskey, about half of them supplied by Brand. Six manufacturers of boys' wear are also using them, putting them on the talon slide fasteners of windbreakers, on the pockets of trousers, and so on.

According to his letterhead, Brand sells everything in fur, "From a Rabbit's Foot to a Mink Coat." Before the Nazis boycotted non-Aryan products, he exported fox tails to the Germans, who used them for coat collars. When that market vanished, tails dropped in value from 35 cents to 2 cents. About that time Brand came across a picture of the radiator cap of a master of hounds, to which a fox's brush had been attached. That inspired him to call the tails lucky and to try selling them as ornaments for bicycles, trucks, taxis and private cars. The idea caught on and he sold about a million in 1936. Then the vogue declined, his volume dropping to half a million in 1937. This year, to date, he's sold only 50,000.

When the demand for tails began to wane, he started building a market for rabbits' paws, advertising them in *Billboard* (for concessionaires at parks and carnivals), *Automotive Retailer*, and, occasionally, in advertising and premium journals. His ads also appear on the inside of Lion matchboxes, which are returned to him at the rate of from 50 to 100 a day, with dimes for paws.

About 30,000,000 rabbit pelts are used annually in this country, for felt for hats and for fur coats selling for less than \$50 apiece. When rabbits are cheap, as they are now, it's hardly worth while to remove the hair from the paws for felt, so Brand is able to buy them cheaply. When they arrive at his establishment, they are shoveled into a big sterilizing drum where they remain for two hours. Then the top of each paw is sliced off mechanically, by a guillotine-like device, invented by Brand. He has two of them, each with a capacity of 10,000 a day. After being decapitated, the paws go back into the sterilizer for another two hours. They are then ready to have brass caps, chains (for key rings) or zipper pulls attached to them. Brand tries to keep a good-sized reserve stock on hand for advertisers, who, though

they absorb only 25% of his output, have a way of wanting big orders filled in a hurry. About 50% of his sales are to jobbers, and 25% to manufacturers of boys' wear.

He received about 3½ cents apiece from them, except for those bought by consumers because of matchbox advertising. The good returns from this advertising lead him to believe that retailers could sell more paws if they'd push them. Occasionally customers come to his place personally, usually small boys who can't find retailers handling the paws or fox tails. A man came in recently to ask for a quotation on a quantity order of rabbits' paws, with Father Divine's name on the brass cap. Brand sent the quotation directly to Father Divine, but received a letter indignantly denying interest in the subject.

The demand for rabbits' feet is good the year 'round. Fox tails are in season only in Summer. This has been a bad Summer for both paws and tails with concessionaires, who were pretty much "rained out."

Brand, who has a sense of humor, is proud of the fact that the *New Yorker* published an item about him, which was reprinted in *Reader's Digest*. He, in turn, reprinted it on his letterhead, with a picture of a fox and a copy of one of his advertisements of the "Genuine Lucky Charm Rabbit Foot." He also likes to chuckle over a *Saturday Evening Post* cartoon, which showed a small boy snipping off the tail from his mother's luxurious fox scarf.



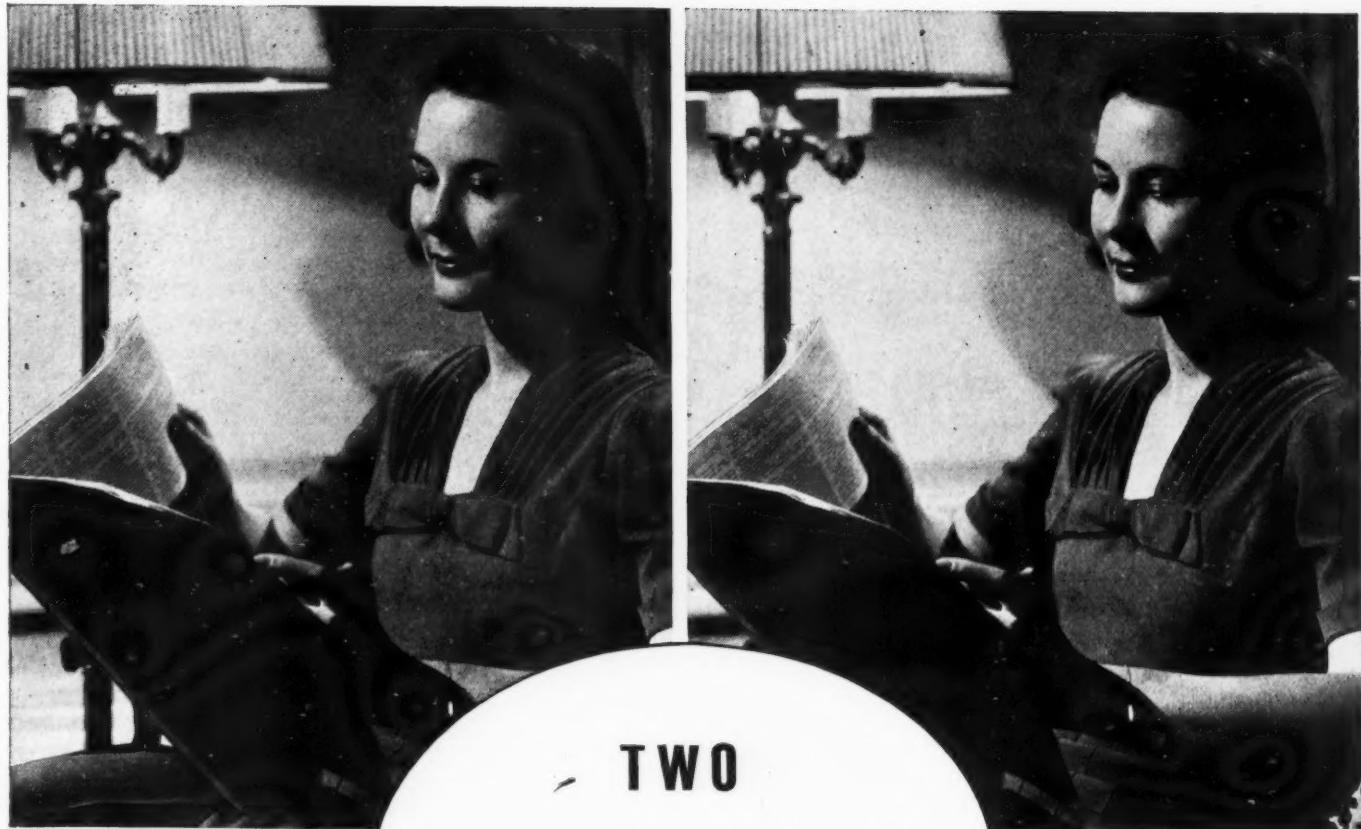
Gratitude: The Mills Novelty Co. received a "sound check" the other day from the Wesco Novelty Co., of Cincinnati, for \$1,689.92 written on a phonograph record. The Mills company, of Chicago, cashed it, too, but not until they had played it. If you will look closely you may be able to read the name of the tune—*Everything You Said Came True*—a nice compliment from buyer to purchaser. The check was in payment for 105 phonographs.

Trade Journal for Docs

A breezy, well-edited publication of "digest" size, *Medical Economics*, circulation 130,000 (all doctors), calls itself the business magazine of the medical profession. As such, it fills a real want, for doctors are generally said to be woefully lacking in business acumen.

Medical Economics publishes articles on controversial questions, such as cooperative medicine; on how to make "slow" patients

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright September 1, 1938, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. September 1, 1938. Volume XLIII. No. 5.



TWO
UTTERLY DIFFERENT
WOMEN

ONE is deep in "Love Finds Luella" or "Glamor Dresses for Budgeteers" . . . the other, absorbed in articles about running and equipping her home.

Which one would *you* say is mentally attuned to advertising about food and furnishings and equipment and other home-interest products?

Our point is this: The very same woman can be alert or deaf to your advertising, depending

on the mood of the magazine she reads. Only when her mind is directed *to* (not away from) the theme of your sales message, can you expect—and get—the most profitable results.

Editorially, *The American Home* is devoted completely to selling food and furnishings and building equipment and bathroom supplies, and other things for home. So is its advertising. The two work together with astonishing results. Ask us about those results.

The
**A
MERICAN HOME**
sells the HOME-MARKET of America
—1,300,000 buyers for families

The Marvel of the NATION!

HOUSTON FOURTH in the NATION in Volume of BUILDING

[Reprint of an editorial appearing in The Houston Chronicle August 13, 1938.]

Passing the \$16,000,000 mark, with more than four and one-half months of the year remaining, Houston's building permits continue to be the marvel of the entire nation.

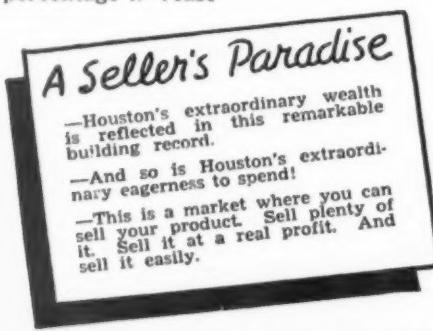
Last year at this time building permits here had reached a total of \$12,500,000. The large gain, \$3,500,000, is the more remarkable in the light of the fact that construction in almost every city in the country is running below the figures for the same period of last year.

Perhaps even more sensational is the fact that the volume of Houston construction from January 1 to the middle of August has been greater than the combined totals of the next four Texas cities—Dallas, Fort Worth, Austin and San Antonio, and more than three times as large as that of Dallas, the second city in this respect.

Comparisons with other cities over the nation are equally impressive, if not more so. Houston today is about the twentieth or twenty-second city in the nation in population. During the first six months of this year Houston stood fourth in the country in construction, being led only by New York, Los Angeles and Detroit. Chicago, the nation's second largest city, was \$4,000,000 behind Houston, and Philadelphia, the third largest, had little more than half Houston's volume of building during the period January 1 to June 30.

In addition, Houston's percentage of gain over the 1937 figure in the first half of 1938 was the largest of any city in the country and its volume of building was nearly three times as large as that of any other city of 500,000 or less.

Each of these facts and figures is remarkable. Construction of all kinds is an unfailing index both of a city's growth and of its business vitality. When economic activity declines building volume falls off quickly. Only five cities among the top 20 showed an increase in construction activity during the first six months of this year and of these Houston enjoyed the largest percentage increase.



THE HOUSTON CHRONICLE

LEADS THE STATE IN NATIONAL ADVERTISING
FIRST IN HOUSTON—IN EVERYTHING

R. W. McCARTHY THE BRANHAM COMPANY
Manager National Advertising National Representatives

pay their bills; and cartoons (a recent one depicted a man waving goodbye as he drove away in a handsome automobile and said he hoped the doctor wouldn't mind waiting for his money—the finance company was bearing down on him). "Steer Clear of Contingent Fees" was the title of an article advising against agreements with injured patients who promise to pay when and if they "win the lawsuit." The readability of the magazine is indicated by the fact that its "Letters" department publishes angry and admiring communications not only from doctors, but from nurses and wives. Subjects aired in recent issues were whether or not the receptionist should be a registered nurse, whether or not a doctor's wife should hang around the office.

It's our guess that the publishers, in Rutherford, N. J., are keeping the wolf from their door. The June issue, of 138 pages, carried 106 advertisements, four of which were double spreads, 53 full pages. Products advertised are not only medicines and technical equipment, such as X-ray apparatus, but furniture, files, air-conditioners. A trend of the times is indicated in the fairly large proportion of space now used to publicize products for hay fever, asthma and allergic victims: Medicines, cosmetics and foods—by Ry-Krisp and Karo for example.

Accustomed as they are to facing the facts of life, the readers of *Medical Economics* probably do not share our opinion that "Location Tips," a regular feature, is a bit on the morbid side. It's mainly a list of towns in which doctors have died recently, the editors hearing of them through post-office returns of copies marked "Deceased." Only communities with populations of 50,000 or less are listed, in which the ratio of physicians to population is reasonably favorable. "They constitute the most complete and up-to-date list available anywhere—due to the magazine's large circulation." Personal visits are recommended, however, for inquiring into type of competition and financial status of residents. In June, names of 45 towns were listed, including Dime Box, Texas, one of several where doctors had not necessarily died, the names having been sent in by local residents who said their communities needed physicians. Doctor mortality had been heaviest in Pennsylvania, six towns from that state being listed.

In several issues we examined, the department opened with the same two sentences: "Physicians have died recently in the following towns. Not all the towns are therefore promising places in which to locate." (Italics ours.) We've been wondering about that word "therefore." Does it indicate a belief that some of the doctors starved to death or met foul play? At any rate, it's an instance of wholesome skepticism.

Versatile, That's What

Many a radioman has wrung hands in agony because the sponsor has insisted that his daughter, his girl friend, or his wife's sister's cousin ought to be on the program. Just about 99 and 44/100 times out of a hundred, all radio executives know, such "artistes" would sour the whole program. Then the sponsor would blame radio. Al Fairbanks belongs in the fractional exception to this rule.

He is no fraction himself, however. Weighing 220 pounds, the singing sales manager of the package division of Peter Doelger Brewing Co., New York, is unique in several ways. He is probably the only sales manager who doubles as a radio performer for his company's wares. (Rival claimants to the title may now come forward.) He's good too. The fan mail proves it.

His tenor voice has been raised in song at a lot of brewers' conventions. Therefore when Doelger decided on a half-hour "Mellow Melodies" broadcast over Station WMCA, New York, Mr. Fairbanks had an audition. He made the grade, and soon made his debut. It is no handicap, he finds, for business prospects to remember him as an airwave star. On the contrary.

His success may be a portent: Sales managers who tap dance, croon, lead a band, do cross-talk gags in between sales and managing. Better polish up those parlor stunts, if any.



Singing sales manager

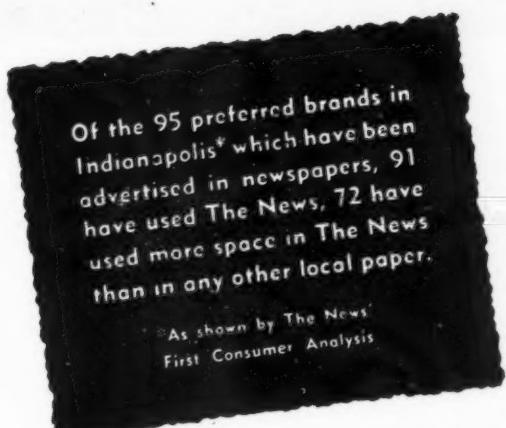


The News Builds Sales Leaders*

It is no coincidence that the preferred brand of soap chips, the preferred brand of spaghetti—and the preferred brand in each of 70 other lines of merchandise continually show marked preference for Indianapolis News advertising. Long experience has proven to them that The News is the most powerful medium in the Indianapolis market to win and hold sales leadership. Precedent, surely, for profitable advertising investment.

★ Indianapolis' preferred brand of
SOAP CHIPS*
has used **SEVEN TIMES** as much space
in The News during the past 5 years
as it has used in all other local
papers COMBINED

★ Indianapolis' preferred brand of
CANNED SPAGHETTI*
has placed **ALL** its Indianapolis
advertising in The News
for the past 5 years.
*As shown by The News'
First Consumer Analysis



New York: Dan A. Carroll, 110 E. 42d St.
Chicago: J. E. Lutz, 435 N. Michigan Ave.

The
Indianapolis
NEWS

Sales Management

VOL. XLIII. NO. 5

SEPTEMBER 1, 1938

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Notes from the Managing Editor's Desk

When we raise our right hands, depose and state that the October 10 "Managing Salesmen in 1939" issue of SALES MANAGEMENT is going to bring to subscribers one of the finest collections of articles and surveys we've ever delivered between the two covers of any one copy of SM, we mean just that.

On this suffocating August day, we're just finishing the big survey on branch managers' compensation plans. To any company that is dissatisfied with its present system of paying the men who head up its branches, this feature alone should be of incalculable value. The survey will include a report of methods in use by more than 60 companies whose Bradstreet rating is over \$1,000,000.

Besides this feature, October 10 will bring to you a wide variety of idea articles on hiring, handling, training, paying, stimulating and controlling salesmen. It will be profusely illustrated.

We began work on this issue last April. Every article in it has been custom-written to order by one of the editorial staff members, or by some sales executive who is a specialist on the subject to be treated. Every survey was custom-built, from the ground up, for the purposes of this special-service volume.

And now, after these strong words, we hope you are practically drooling at the mouth for a glimpse of our big Fall feature, and that you will meet the postman two blocks down the street for every mail which arrives after that red letter publication date! A. R. HAHN.

EDITORIAL STAFF: RAYMOND BILL, *Editor and Publisher*; PHILIP SALISBURY, *Executive Editor*; A. R. HAHN, *Managing Editor*; E. W. DAVIDSON, *News Editor*; M. E. SHUMAKER, *Desk Editor*; RAY B. PRESCOTT, *Director of Research*; F. R. PETRON, *Production Manager*. ASSOCIATE EDITORS: JAMES R. DANIELS, LAWRENCE M. HUGHES, LESTER B. COLBY, D. G. BAIRD, L. R. BOULWARE, FRANK WAGGONER, S. A. WRIGHT.

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The Sun is Always Shining...



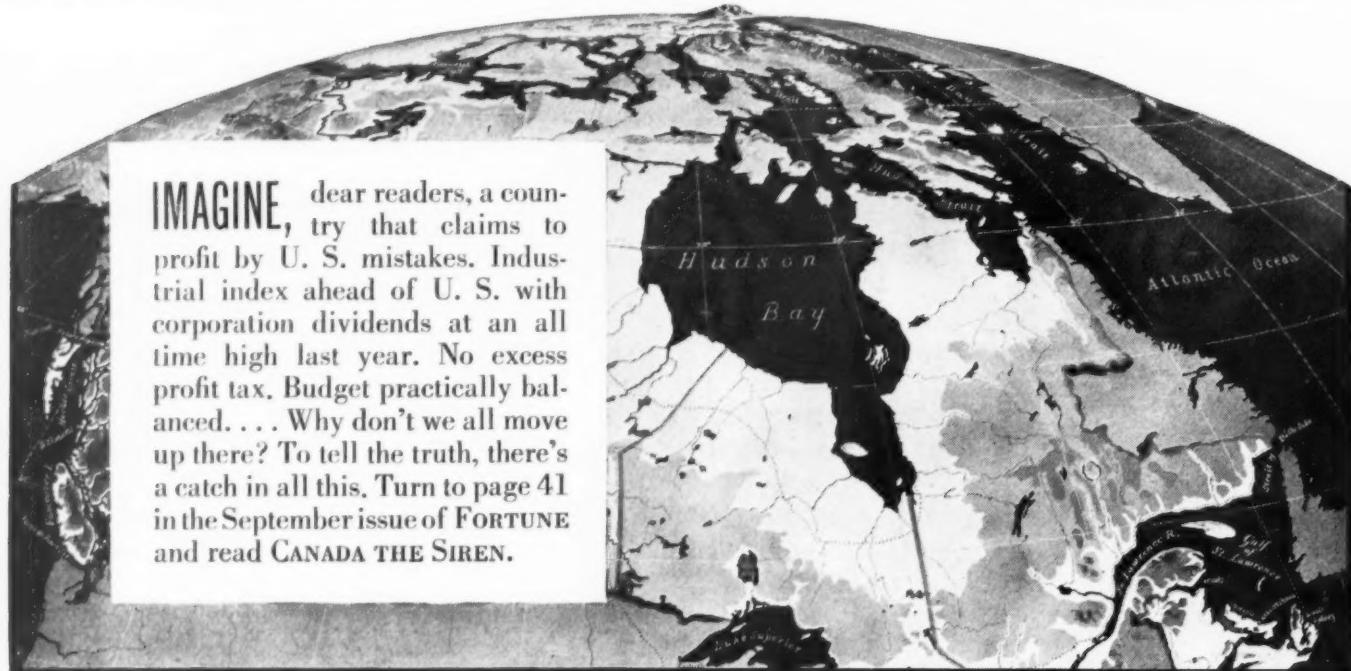
Somewhere

Don't worry! If business seems to have retired in your little world, remember the sun is always shining somewhere—and right now NEW ORLEANS is a business bright spot enjoying continued upward sales activity since way back in October, '37. Your business will be brighter if you cover the rich New Orleans market with a strong advertising campaign now in

The Times-Picayune
MORNING ★ EVENING ★ SUNDAY
NEW ORLEANS STATES

Representatives: NOEE, ROTHENBURG & JANN, Inc., New York, Chicago, Detroit, Atlanta, San Francisco
SEPTEMBER 1, 1938

LET'S ALL MOVE TO CANADA . . . OR SHOULD WE?

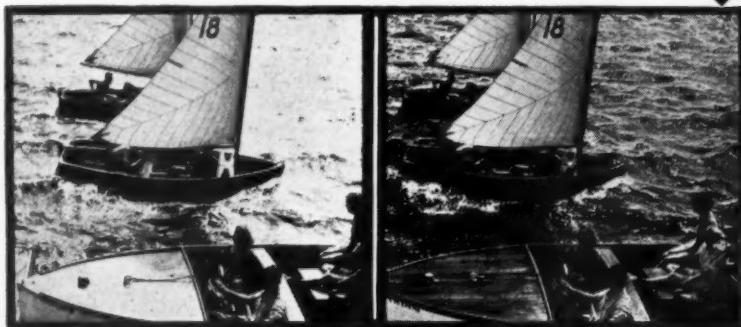


IMAGINE, dear readers, a country try that claims to profit by U. S. mistakes. Industrial index ahead of U. S. with corporation dividends at an all time high last year. No excess profit tax. Budget practically balanced. . . . Why don't we all move up there? To tell the truth, there's a catch in all this. Turn to page 41 in the September issue of FORTUNE and read CANADA THE SIREN.

WILL PUMP PRIMING increase purchasing power? Suppose a PWA job does create 2.5 jobs in private industry? Is this all clear gain? FORTUNE suggests a point overlooked, and a serious flaw in the reasoning. See FORTUNE for *Business-and-Government*, an editorial beginning on page 63 in this month's issue.

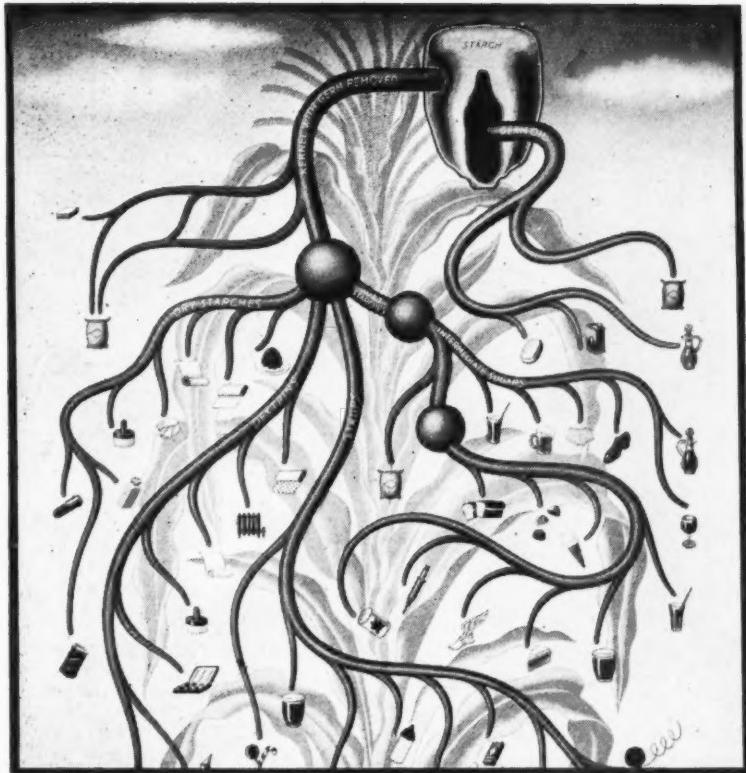
Before and after looking through Polaroid

- What is this new glare-killing Polaroid glass which will make a young Harvard man his fortune? FORTUNE illustrates some things to come, when automobiles, windows of trains, cameras, binoculars, all make use of this new glass. Turn to page 74 in FORTUNE and read IN THE LIGHT OF POLAROID.



WANT YOUR NAME IN LIGHTS?

- Better get an agent! Mae West did. And John Barrymore, Bob Burns, Martha Raye, Fanny Brice. Famous names pay their 10% commission to The William Morris Agency. This month FORTUNE investigates this agency to discover what hand-holding, and downright inventiveness good agents must exercise to earn their cut. See page 67.



PUZZLE: find \$8,000,000 profit in this picture

• Corn Products can squeeze umpteen different things out of a kernel of corn. And if corn had a squeal they'd probably find a way to use that too. In FORTUNE this month is the story of Karo Syrup, Mazola oil, Argo starch, Linit, and Kre-mel dessert. And how Corn Products made thirty-two years profit in a row. See page 55, September issue of FORTUNE.

NEW DEAL WITHOUT TEARS — IN SWEDEN

• Now read about a country where industrial production is 50% above 1929 peak. The dollar's buying power up 20%. A balanced budget. No taxes on land. Few on production, except alcohol and tobacco. And unemployment reduced to a minimum. And New Dealism with subsidies, public works, and government-in-business, sometimes even partners with business men. And, if you can believe your ears, business men like it! ("Peace, Father, it's too wonderful"). You must read THAT SWEDISH BUDGET, page 65.

The uncomfortable success of Curtiss-Wright



• Because nations in terror of war buy swarms of planes, Curtiss-Wright ended last year with \$1,984,000 profit. Disconcerting because with it comes the tag "armament maker". Yet why did a U. S. Brigadier General say foreign sales "should be an encouraging sign"? And why is Washington divided about stopping such exports? FORTUNE reveals the inner workings of Curtiss-Wright, how planes are built, how planes are sold. On page 79.



Oh look at the funny hats!

• Don't cheer, boys. The poor devils that made these hats probably lost their shirts. The millinery business is like that. Nobody has even 1% of the business, and the manufacturers go out of business regularly, what with bad management, and too much "competition", that word beloved by Washington how-to-do-business experts. See ANARCHY IN THE HAT BUSINESS, page 87.

NEXT MONTH . . . Inland Steel . . . Mexico . . . Business-and-Government . . . The National Labor Relations Board . . . Fuller Brush Co. . . . The FORTUNE Survey . . . Elizabeth Arden.

To the Fifty Who are Going to Change

A Solicitation from Benton & Bowles

EVERY YEAR some 250 national advertisers, each spending \$200,000 or more, launch their campaigns in the newspapers and magazines, on posters, and over the radio.

And every year at about this time a certain number of these advertisers begin to wonder about their advertising agencies.

If 1938 is at all like 1937, between 40 and 50 of them will actually change their accounts this year.

Some of these advertisers, we believe, might be wiser to stay where they are.

If their product needs improvement, if their sales policies are out of date, and if their point of view about advertising happens to be confused, a change in agency obviously is not the answer.

Much of this annual shifting of accounts, however, is undoubtedly productive of more efficient advertising and healthier sales.

And most of these 40 or 50 advertisers feel that

already they have given their agency every possible consideration.

They have decided, after a careful study of their product, their sales organization, and their management policies, that they have a right to expect more for their advertising dollar.

It is to these advertisers that we are addressing this advertisement . . . in the belief that one or two will find in Benton & Bowles the agency which they are seeking.

Of course, some may have products competitive to those of our own clients.

Some may have advertising philosophies to which we, in all sincerity, cannot subscribe.

Some may feel that we are too big, or too small, too this, or too that.

We are anxious, however, to meet them, and to talk to them, and to get to know them better.

The rather elementary questions below and on the opposite page are perhaps the first questions which these advertisers might want to ask us.

Our answers to these questions will, we hope, serve as an introduction

QUESTION 1: How long have you been in business?

ANSWER: Since July 15, 1929, shortly before the beginning of the depression.

QUESTION 2: What products do you advertise and when did you secure them?

ANSWER: For General Foods Corporation: Certo (1929); Maxwell House Coffee, Baker's Chocolate and Baker's Cocoa, Post Toasties, Post's Bran Flakes, Log Cabin Syrup, Diamond Crystal Salt (1932); Sure-Jell and Huskies (1935).

For Colgate-Palmolive-Peet Company: Cashmere Bouquet Soap (1933); Palmolive Soap and Super Suds (1934); Colgate Dental Cream, Palmolive Shave Cream, Palmolive Brushless Cream (1935); Concentrated Super Suds (1936).

For Hecker Products Corporation: Hellmann's Mayonnaise (1929); Best Foods Mayonnaise and Nucoa (1931); Hecker's, Ceresota and Aristos Flours (1934).

For Continental Baking Company, Inc.: Wonder Bread, Wonder Wheat Bread, and Hostess Cakes (1936).

For J. C. Eno (U. S.) Limited: Eno Effervescent Salt (1936).

For Calvert Distillers Corporation: Calvert's Reserve and Calvert's Special Whiskies, Old Drum Brand Whiskey and Calvert's Gin (1937).

And through Benton & Bowles-Chicago, Inc., Colgate Tooth Powder, Colgate Shave Cream, Halo and Vel for Colgate-Palmolive-Peet Company; Quaker Commercial Feeds and Quaker Farina for The Quaker Oats Company.

QUESTION 3: Is there a possibility that you have grown too fast?

ANSWER: We do not believe so.

As you can see from this list, much of our growth has been through additional products from our clients.

Another major part has come through increases in many of our appropriations which have naturally gone up as sales have gone up.

At no time have we added new business until our personnel and the facilities of our organization had been developed beyond the requirements of our existing business.

We are now so organized that one or two additional products can be handled with the same thoroughness we have attempted to bring to the work of our present clients.

National Advertisers

• Their Agencies this Year...

QUESTION 4: How are the sales of your clients' products standing up this year?

ANSWER: Although we cannot go into specific figures, here are some facts which may be interesting:

We are responsible to six clients for the advertising on 31 nationally distributed products.

During the first four months of 1938, twenty-seven of these products equaled or surpassed their sales records for the first four months of 1937.

It is only fair to point out that all of our present products sell at low prices and to mass markets. Hence, many of them are somewhat less susceptible to economic conditions than products which command higher prices.

The advertisers who promote them are able, aggressive, experienced.

They have priced their products expertly, advertised them consistently over a period of years and steadily improved them in quality.

And we believe they will agree that the advertising plans, the advertisements, and the radio programs with which we present their products to the public have contributed in a major way to the progress they have been making.

QUESTION 5: Have you ever lost any accounts?

ANSWER: Yes. In 1931, a cosmetic company which, in the past ten years, has tried seven different agencies.

In 1935, a well-known brewery company, which we lost through our own mistakes—mistakes that taught us a very valuable lesson.

We have resigned from three other accounts during the last nine years.

One because of a competitive product. The other two because advertising, in our opinion, could never be made a really important factor in their sales and merchandising policies.

QUESTION 6: How large is your organization?

ANSWER: We have 260 men and women on our payroll in New York.

In Hollywood, we maintain a complete staff for the production of all Benton & Bowles radio programs originating on the West Coast.

In 79 carefully located points throughout the country, we have 126 trained resident investigators—an important element in our research organization.

And last fall in Chicago, Benton & Bowles-Chicago, Inc., was organized—an independent, separately incorporated advertising group, under the direction of Stuart Sherman, Edward Aleshire and Arthur Marquette.

This Chicago organization represents a completely staffed agency with full access to the radio and research facilities of the New York and Hollywood offices.

The average age of our principal 25 executives is 37. And the average number of employees for each account that we handle is perhaps the highest in the agency business.

QUESTION 7: Why do you operate such an extensive research organization?

ANSWER: First of all, we should make it clear that our research organization is not designed to make trade investigations.

It is operated primarily to help our copy department, our radio department and our radio commercial department prepare more productive advertisements and radio programs.

Our research department is working constantly—

. . . to help develop a basis for stronger copy stories

. . . to attempt, as far as possible, actually to check the sales effectiveness of various advertising claims

. . . to test many of our advertisements before they run and all of them after they run to determine which receive the most thorough reading

. . . to find out what parts of our radio programs are liked the most and what parts are liked the least

. . . to study the circulation of various newspapers, posters, magazines and radio stations in relation to our products and the advertising stories that sell them

. . . to compare our clients' products

through actual consumer tests, with products of their competitors.

We believe that the greatest single advance in the practice of advertising in our organization during the past five years has been along these lines.

QUESTION 8: What do you consider your principal responsibility to each of your clients?

ANSWER: First of all, and by far the most important, the creative job of planning and preparing the most effective advertising that we can devise to sell his products—through the newspapers, the magazines, on posters and over the radio.

Second, to use every means in our power frequently to re-examine and, whenever possible, to test this advertising that it may be kept constantly fresh and productive.

Third, thoroughly to understand our client's business so that we may share his various merchandising problems and the budgeting of his advertising and sales in relation to his profit.

Fourth, to tell our clients when we feel they are wrong—even though our disagreement may, at times, seem impolitic. And at all times to have the courage to recognize and admit our own mistakes.

QUESTION 9: In what kind of accounts are you most interested?

ANSWER: We are interested in one or two good, substantial products backed by able management with whose views of advertising we are in sympathy.

We know some products, incidentally, with appropriations of a million dollars or more that do not represent the kind of opportunity which we are seeking.

We know others with comparatively small appropriations on which we would like to go to work.

• • •

If our answers to these questions interest you, we would be delighted to continue this conversation in your own offices or in ours—at 444 Madison Avenue, New York City.

Benton and Bowles, Inc.

NEW YORK · CHICAGO · HOLLYWOOD

Sales Management's Future Sales Ratings

KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best relative outlook
- ★★★★ Very good relative outlook
- ★★★ Good (medium) relative outlook
- ★★ Fair relative outlook
- ★ Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked ★★★★★.

	Sales Prospect for Sept., Oct. & Nov.	Sales Prospect for Next 12 Months		Sales Prospect for Sept., Oct. & Nov.	Sales Prospect for Next 12 Months
Advertising.....	★★★★★	★★★★★	Lawyer's Income.....	★★★	★★
Air Conditioning.....	★★★★★	★★★★★	Liquor (Alcoholic Beverages).....	★★	★★
Aircraft (Sales of Airplanes).....	★★★★★	★★★★★	Luggage.....	★	★★★★★
Aircraft (Passenger Travel).....	★★★★★	★★★★★	Machine Tools.....	★★	★★★★★
Autos (New Car Sales).....	★★★	★★★	Machinery (Agr'l).....	★★★	★★★
Auto Tires.....	★★★★★	★★★★★	Machinery (Indus'l).....	★★	★★★★★
Baked Goods (Bread).....	★	★	Meats.....	★★★★★	★★
Baked Goods (Specialty).....	★★★	★★★	Metal Containers.....	★★★	★★
Banks (Revenues).....	★	★	Motion Picture Receipts.....	★	★★★
Beer.....	★	★	Musical Instruments.....	★★★	★★★★★
Building Materials.....	★★★★★	★★★★★	Office Equipment.....	★	★★★★★
Candy & Chewing Gum.....	★★★	★	Oil (Cooking).....	★★	★
Canned Fruits and Vegetables.....	★★★★★	★★★	Paint.....	★★★★★	★★★★★
Cereals.....	★	★	Paper (Newsprint).....	★	★★★
Chemicals (Misc.).....	★	★★★★★	Paper (Wrapping and Container).....	★★★	★★★★★
Cigarettes.....	★★★	★★	Photographic Supplies.....	★★★	★★★★★
Cigars.....	★	★	Physicians' and Dentists' Income.....	★	★★
Clothing (Men's, Women's & Children's).....	★★★	★★★	Plastics.....	★★★★★	★★★★★
Coal (Anthracite).....	★	★★	Printing and Publishing Equipment.....	★	★★★★★
Coal (Bituminous).....	★★★	★★★★★	Radios.....	★★★★★	★★★
Cosmetics.....	★★★	★★★	Railroad Equipment.....	★	★★★
Cotton Textiles.....	★★★★★	★	Railroad (Net Income).....	★	★★
Dairy Products.....	★★★	★	Rayon Textiles.....	★★★★★	★★★
Department Stores.....	★★★	★★★	Real Estate Rentals.....	★	★★★
Diesel Engines.....	★★★★★	★★★★★	Refrigerators.....	★★★	★★★
Drugs and Medicines.....	★★★	★	Restaurants.....	★★★	★★★★★
Electrical Equipment (Heavy).....	★	★★★★★	Rural Stores.....	★★★	★★★
Electrical Equipment (Light).....	★★★	★★★★★	Shipbuilding.....	★★★★★	★★★★★
Exports.....	★★★	★★★	Shoes.....	★★★★★	★★
Flour.....	★★★★★	★	Silk Textiles.....	★	★★
Furs.....	★	★★★★★	Soap.....	★★★★★	★
Gasoline and Oil.....	★★★	★★★★★	Soft Drinks.....	★★★★★	★★★★★
Glass and Materials.....	★★★	★★★	Sporting Goods.....	★★★★★	★★★★★
Groceries.....	★	★	Stationery (Commer'l).....	★★★	★★★
Hardware.....	★★★★★	★★★★★	Steel and Iron.....	★★★	★★★★★
Hotels.....	★★★	★★★★★	Sugar.....	★★★★★	★
House Furnishings (Floor Coverings, Furniture, Beds, etc.).....	★★★★★	★★★★★	Toothpaste and Mouth Washes.....	★★★★★	★
Household Products (Kitchenware and Miscellaneous).....	★★★	★★★	Toys and Games.....	★★★	★★★
Imports.....	★★★	★★	Trailers (Autos).....	★	★
Insurance (Misc.).....	★	★	Travel (Sea).....	★★★	★★★★★
Jewelry.....	★	★★★★★	Trucks.....	★	★★★★★
Laundry.....	★★★★★	★★★★★	Utilities—Electric.....	★★★★★	★★★
			Utilities—Gas.....	★★	★
			Utilities—Telegraph.....	★★	★
			Utilities—Telephone.....	★★	★★★★★
			Washing Machines.....	★	★★★★★

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Heavy and Luxury Industries Due for Sharp Improvement

With recovery progressing, advertisers, promoters and salespeople looking for opportunities should prepare to benefit from the fillip which the "prince or pauper" industries will experience when they respond to the general business upsurge. Such industries, forced to curtail operations severely in recessions or depressions, spring back resiliently at a certain point in the business cycle such as the present, when inventories have been depleted sharply and business sentiment is veering strongly to the optimistic.

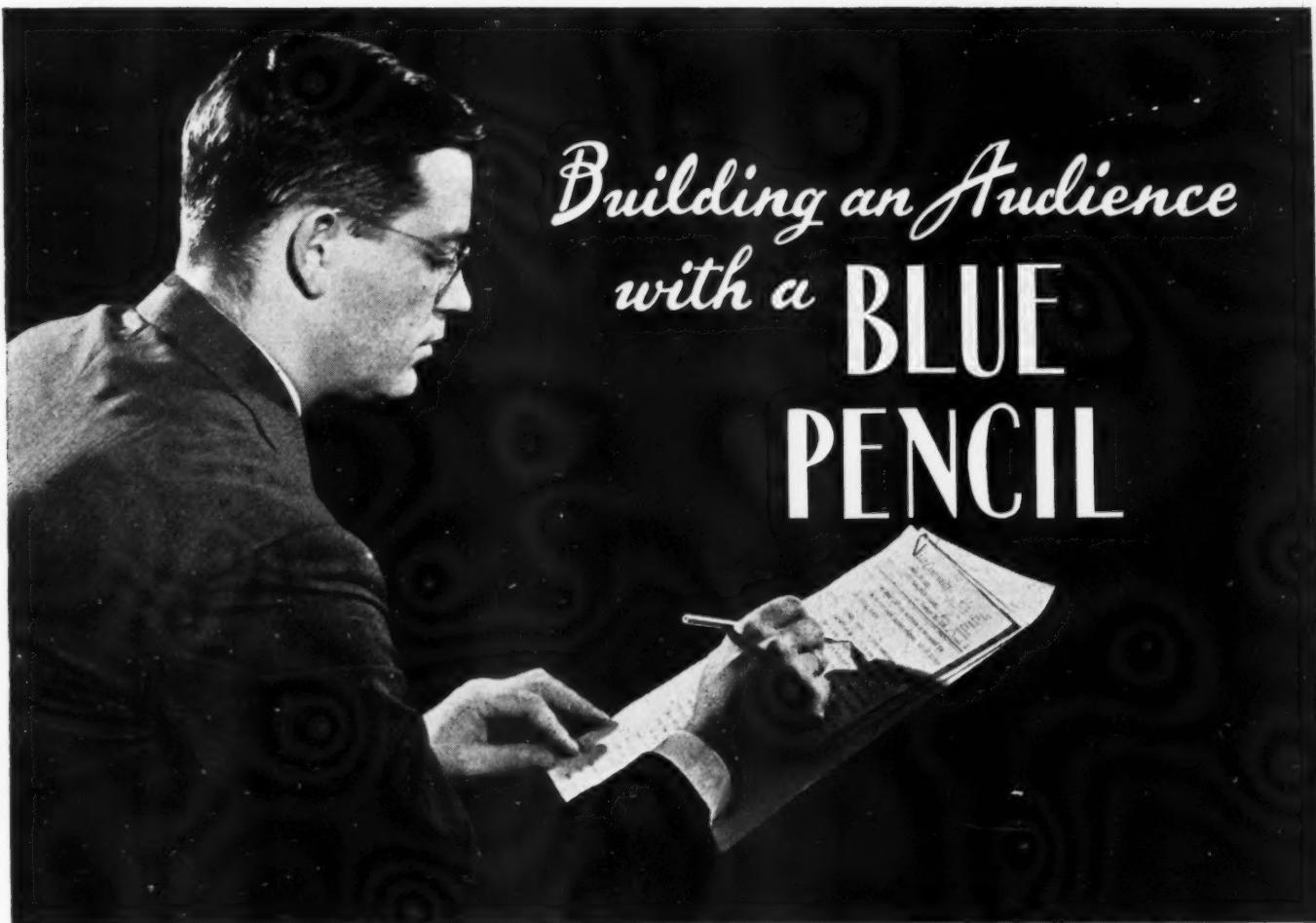
Consumers' goods lines such as cereals, cigarettes, dairy products, groceries and others which have made considerably better sales comparisons (relative to their 1937 records) than bituminous coal, steel and the machinery lines, for example, will continue to make an excellent showing over the near future, but the time will soon be at hand when their *rate of gain* over 1937 sales will be much smaller than in the heavier lines.

Revival of Luxuries Market

Similarly, the luxury lines, such as furs, jewelry, expensive automobiles, musical instruments and luggage, likewise will experience a sales rebound which will far exceed the likely minor improvement of the staple lines. This will show particularly in the sales comparisons with the corresponding period of 1937.

SALES MANAGEMENT's Future Sales Ratings are fully adjusted for this cyclical development in the 12-months ratings, but the three months' ratings are not entirely primed for such stimulation, being currently in the transition stage. It must be remembered that Future Sales Ratings take into consideration not only the trend of business in various industries compared to the record of the similar period a year before, but each industry is rated on such sales prospect *relative* to the other industries. A board of editors comprising over 50 authorities in various fields makes a regular check in connection with the monthly survey on the 88 industries covered.

Industries which have been given higher short-term ratings this month include automobiles, specialty baked goods, clothing, light electrical equipment, glass and materials, hardware, musical instruments, radios, paint and steel and iron.



Building an Audience with a **BLUE PENCIL**

THE size of WSM's voluntary audience has been built not by network shows which are available from many sources, but from the unique manner in which we handle the sustaining and commercial broadcasts originating at WSM.

The continuities for all these broadcasts are subjected to careful scrutiny and editing. Unless copy is in keeping with the WSM standard it is blue penciled and rewritten by our own staff.

Commercial copy must meet these standards:

1. Is the product meritorious?
 2. Are the claims for it truthful?
 3. Are they in good taste?
- This is the all inclusive test of a WSM broadcast.

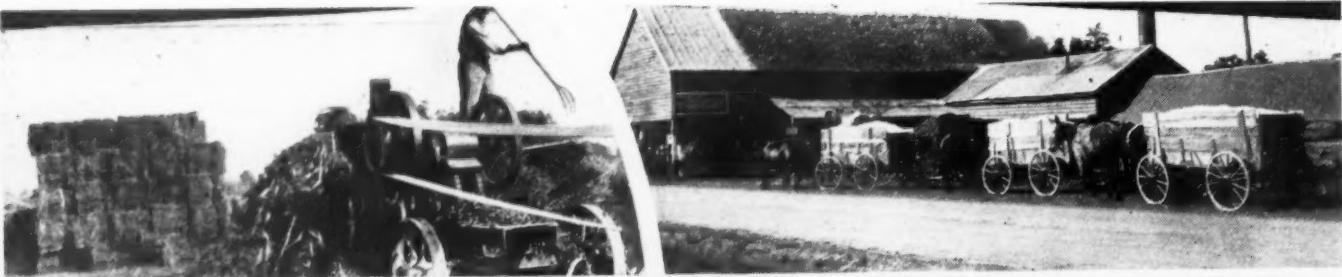
Is it in the Public Interest?

This self-imposed censorship has a two-fold purpose—to justify the faith of one of the largest voluntary radio audiences in America and to protect the good name of the products we advertise to them.



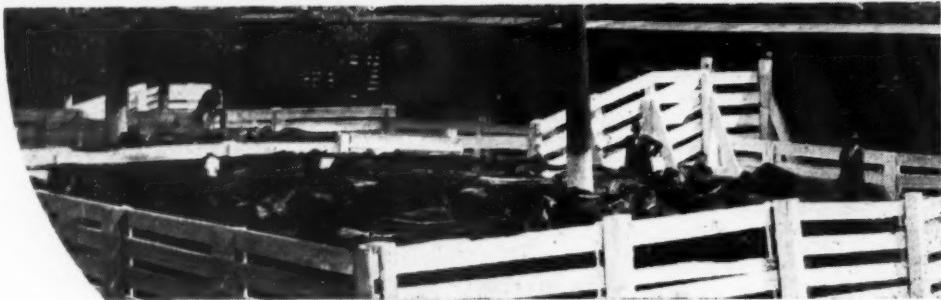
National Representatives: Edward Petry & Co.

The Faith of Our Audience Comes First



It's Harvest Time in Dixie

PEACHES have moved to market. Watermelons are mostly there. The chant of the auctioneer is swelling up in the tobacco warehouses of Georgia and the Carolinas and soon will reach the Burley markets of Tennessee and Kentucky. Cotton gins are humming and the flow of white gold into the country towns has started. Clouds of dust are rising from the thousands of peanut pickers. And cattle and hogs are being finished for the early fall market. It's harvest time in Dixie.



Early fall is "busy" time for Dixie farmers—and for country merchants in Dixie, too. And when have they had one busier than this?

ADD THESE UP:

Regular summer receipts from the sale of crops and livestock amounting to 100 to 150 million dollars per month—sometimes more.

This summer's extra receipts (June, July and early August) of 130 million dollars in Federal payments for last year's soil conservation work.

Still another 130 millions now being paid as a subsidy on last year's cotton production.

And to all this add one billion dollars to be received by Southern Farmers from the regular sale of farm products during the next four months.

RURAL Dixie is humming with activity. Farm income is first felt in the small towns. To build and maintain sales of your products where there's money to spend, do as other manufacturers are doing—use *Progressive Farmer*, the South's leading farm-and-home magazine. With a net paid circulation of more than 950,000 in these 14 states it provides best coverage with greatest economy. With its five separate editions edited with full-time staffs at Raleigh, Birmingham, Memphis and Dallas it gives the added advantage of strong local influence. Jobbers and dealers place high value upon the influence of *Progressive Farmer* in the strong farm market in Dixie.

Progressive Farmer
and Southern Ruralist

BIRMINGHAM

RALEIGH

MEMPHIS

DALLAS

250 Park Avenue, NEW YORK

Daily News Bldg., CHICAGO

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending September 1, 1938:

Monopoly— and You

increasingly bright. Let it go at that for this time.

● ● ● Something bigger has loomed up, something that won't affect you or your business one iota today, but which over the next decade may cause sweeping changes in marketing policies, do away with the jobs of many, probably create even a greater number for others.

● ● ● That "something" is the new Washington attitude toward monopoly. The approach seems to be calm and searching, with no punitive aspects, but the investigation is expected to result in new legislation and improved enforcement machinery.

● ● ● Two Administration officials have in the past fortnight written about the problem in terms of practical realism. Both men, Thurman Arnold, in charge of Anti-Trust activities for the Department of Justice, and A. A. Berle, Jr., Assistant Secretary of State, hold that the question is not one of preconceived theories or emotional reactions, but of practical results. Mr. Arnold tends toward the belief that inflexible prices are our big problem; Mr. Berle asks a score of searching questions.

● ● ● Mr. Arnold's view are expressed in an article in the New York *Times Magazine*, August 21, from which the following quotations are taken.

● ● ● "When we look over the economic system today, we see two worlds. In one world concentrated industrial power maintains high prices, no matter how much the demand for the product falls off. The result is that production drops, men are laid off, and heavy deflationary pressure is put on the rest of the system.

● ● ● "In our second world almost unlimited competition still prevails and cannot be controlled, or is controlled only with difficulty. This is the world of farmers, retailers, small business men supplying consumers both goods and labor. . . . The first world is one of concentrated control, of high and rigid prices, restriction of production, and wholesale discharge of labor. The second world is one of competition, low flexible prices, large production, and labor standards often at the starvation level.

● ● ● "The trouble with our economic system is that the first of these worlds works at cross-purposes with the second. In the first world, capital works to keep up prices and lay off labor. Unemployed labor has no power to purchase the consumer goods furnished by the second world.

● ● ● "Now, everybody knows by this time that we are, in this country, capable of producing an abundance for everybody. We have the materials, the factories, the men and the money. The problem is how to unleash productive forces.

Stop right here if in this issue's Trends department you are looking for news and ideas concerning the *current* business picture. The current business picture becomes

Needed: A Referee

the prices which are too high and so interfere with production, without lowering prices and wages that are too low. *In fact, we must raise all the starvation prices and the starvation wages.*

● ● ● "Some sort of pressure is necessary to get the executives of this first economic world to understand their responsibility toward the evils of prices which leave their plants idle and their men unemployed. Adjustments will have to be made. The question is what moderate pressure from the Government is required to bring inflexible prices into a new alignment so that the present recovery measures will furnish sufficient purchasing power to bridge the adjustment period.

● ● ● "In the past, so far as the exercise of monopoly power is concerned, the referee has been absent. We have kept alive the anti-monopoly ideal by an occasional prosecution. We have encouraged the growth of monopoly power by refusing to build up an effective enforcement organization. The resulting condition has not been the fault of our great organizers. They have played the game according to the rules as they found them, as all good players must. They have gone as far as the imposition of penalties permitted. This is what every hard-playing football team has to do, or lose to its rivals.

● ● ● "If a single one of the bodies in an industry turns buccaneer, all the decent ones must follow in his steps in the absence of proper rules of the game. You cannot refuse to penalize infractions of the rules in a competitive game and then complain because the more gentle team does not win.

● ● ● "The line between efficient mass production and industrial empire building cannot be drawn in the abstract. It can only be clarified with respect to particular industries. Both the application of the Sherman Act and the decision as to what legislation is required to supplement the act require the exercise of judgment on two questions. The first is this: *Does the particular combination go beyond the necessities of efficient mass production and become an instrument of arbitrary price control?* The second question is: *Does any particular arrangement affecting marketing practices tend merely to create orderly marketing conditions in which competitors can exist, or is it an instrument to maintain rigid prices?* Obviously, the answer to these questions can only be a question of controlled judgment made after factual investigation of the particular industry.

● ● ● "*In the meantime, the Anti-Trust Division is attempting to outline a consistent policy for the use of the tools which Congress has given it. Whether this policy is liked by business or not, it will at least be understood. That is the first step toward sensible amendment.*"

Give People What They Want

A division of the National Economic Committee, headed by Senator O'Mahoney, is studying all phases of the monopoly situation. Apparently the committee starts with no preconceived ideas (except possibly that the annual wage idea should be popularized) and its outline of meetings and surveys is so extensive that no legislation is expected before late in 1939.

To this committee Mr. Berle addressed a memorandum which every business man could read with profit. The complete memorandum was published in the *Capitol Daily* (707 6th Street, N. W., Washington, D. C.) in the issues of August 20 and 23. The following is a very sketchy digest of his recommendations.

He says it is probably true that without advertising people would not want the number of things they want today, but he thinks the only practicable method of handling the investigation is to assume that *people are entitled to want what they actually do want*, and to define economic efficiency as giving people what they want.

The larger the corporation the less it relies on short-term credit machinery, at least directly, though it frequently does so indirectly by pushing the inventory onto its selling outlets, or, instead of borrowing money itself, it induces the consumer to borrow money through the installment selling system. The large concern through the ability to get its securities listed on an exchange is able to get capital on such assets as good will with the result that it can raise several times the amount of capital on the same physical assets as owned by the small company. Furthermore, by the device of authorized or unissued stock and the existence of a market quotation the big corporation can virtually print its own currency for the direct purchase of other plants.

Some of the other things which Mr. Berle thinks the committee should look into are these: "It would be interesting to have some factual knowledge as to whether the net result of research laboratories is not to stifle inventions once they are made, quite as much as to cause actual invention." . . . Different forms of organization, such as cooperatives, might develop new markets. "Commercial enterprises have to protect their other marketing outlets such as marketing by middlemen and the like." . . . Are a few large-scale competing units socially more desirable than a relatively large number of small-scale monopolies dominating the lives of a particular district? . . . The concentration of power should not be confused with concentration of property or ownership. The Van Sweringens were no less powerful at the end of their lives when they were bankrupt than they were in midstream when they had between them a fortune worth on paper two or three hundred million. "Powerful individuals in industry may have large incomes; or they may not. There is no particular connection between the two facts."

What Creates Concentration?

You cannot prevent men whose interests are about the same and whose minds run along similar lines from doing about

"I have observed that the concentration of power is more likely to come from unity of interest than from any legal device.

the same thing at about the same time. I think it will be found that the real desire to monopolize the market, either directly or through alliances, is less an anxiety to make huge profits than a desire to be sure that the concern will continue to exist.

"Competition in large industry does not drive the least efficient producer out of existence; it merely drives him into bankruptcy, whereupon someone buys the enterprise for a song and can charge a lower price because there are no fixed charges to pay for the capital; he can then bankrupt the next most inefficient producer, and only when the entire industry has been bankrupt and competition is reduced to the basis of their operating profits does the condition arise when the unit in the industry goes out of business."

The Berle attack on waste is as realistic as his other suggestions, for, as he points out, waste is a form of taxation of the consumer for the benefit of a set of people in between who have to be taken care of somehow; *the elimination of waste means, of necessity, finding some useful form of outlet for the people displaced.*

The fight of labor unions for higher hourly wage rates and shorter hours of labor is probably shortsighted, according to Mr. Berle, because what they really want is annual income and permanency of jobs, plus pensions and sick relief.

The high undistributed surplus tax law, though it retarded the growth of existing large corporations, gave them a perpetual franchise not only to stay large but to be the *only* large corporations in existence, since no smaller business could grow up to a point to give its large competitor any real battle. . . . And what is a large business and what is small cannot be determined by mere dollars and cents. A concern with a \$75,000 average income might be a large grocery store, but it would be a pitifully weak steel or automobile plant.

The design of any control should be to (1) provide more goods, better goods and cheaper goods; (2) provide more jobs, better-paying and steadier jobs; (3) provide continuous, ready access to capital financing and provide for the continued development of businesses. "Where a high degree of competition will accomplish it, that should be the method used. Where a high degree of cartelization under suitable control will accomplish the result that should be the method. Where quasi-public ownership will accomplish the result that should be the method. The answers will be different in different fields."

Fields where a cartel formation or other organization of the industry is essential are likely to be these: (1) Fields in which the unit of industry is inherently large, such as steel, power and certain natural resource industries; (2) fields where a planning of output is inherently necessary, such as motors and oil. Regulation or quasi-public ownership might be appropriate, says Mr. Berle, where there is dependence of a large number of people on a reasonably continuous, reasonably even flow of the product. "Production without interruption because of annual fluctuations is possible; so is distribution without intervention of the usual cumbrous, wasteful marketing process. Local government units may be used to their full efficiency, cooperative associations may be developed, accessory activities of all kinds may be created."

No business man is likely to agree with either Mr. Arnold or Mr. Berle in full, perhaps not at all, but what they say should stimulate thinking.

NEWS REEL



1

Moffett



2



3

1. Doubles Duties: Rowland Campbell, chairman of the board of Reo Motor Car Co., Lansing, Mich., has assumed the title of president following the resignation of Fred Glover.

2. Heads Hupp Expansion: S. L. Davis, Chicago, succeeds Thomas Bradley as president of Hupp Motor Car Corp., Detroit. He has been for many years the company's largest distributor and a member of its board for the last 15 months. Hupp has bought \$1,000,000 worth of tools, dies, fixtures, etc., and will add two new lines of low-priced cars. These are in addition to its present sixes and eights. Norman deVaux has been appointed gen. mgr. in charge of operations.

3. Sparker: L. Clifford Goad, aged 37, became one of the youngest General Motors general managers upon his recent appointment to that post with the AC Spark Plug division, Flint, Mich. He joined GM as an engineer with Delco Remy in 1923, came to AC in 1933.

4. New Job: Gordon Baquie has been named to fill the newly created office of assistant general sales manager of Brown-Forman Distillery Co., Louisville. Formerly southern division s. m., "his appointment comes as a well-earned reward for the sales record of his territory."

5. Air Man: P. Y. Danley is manager of the Westinghouse air conditioning department, a division newly separated from the merchandising division at Mansfield, Ohio, where he has been stationed. New headquarters for all air conditioning operations are at East Springfield, Mass. See page 60.

6. Wire Worker: A. E. Newman will have charge of consolidated sales of wiring devices, conduit products, wire and cable of General Electric Co., Bridgeport, Conn. Originally each of these products was handled by different sales sections. He went with Sprague Electric Co. in 1910, stayed when Sprague was acquired by GE.



4



5



6



7



8

7. Renewal: Marsh K. Powers moves from Cleveland to Baltimore, becoming assistant to the president of Glenn L. Martin Co., airplane manufacturer. From 1917 to 1929 the famous "Martin Bomber" and other planes were made in Cleveland and Mr. Powers' agency, Powers-House Co., handled advertising for Martin Co. In Baltimore he will continue in charge of ads and related matters.

8. Sheller: J. T. Irvine becomes manager of ads and sales promotion for Shell Petroleum Corp., St. Louis, succeeding L. H. Spiner. He has been in that department since joining the company six years ago.

9. Simplifier: Walter R. Greenlee, v.p. of Schenley Products Co., New York, in charge of ads and sales promotion, will now direct both sales and advertising "in line with the simplification of sales operations and to eliminate lost motions."

10. Ads to Motors: William A. Blees, v.p. and gen. mgr. of Geyer, Cornell & Newell, N. Y. agency, goes to Detroit as gen. s. m. of Nash Motors division of Nash-Kelvinator. He's had 20 years' experience in every branch of the auto industry.



9

10

**Are Advertisements Based on Facts or Fancy?
Consumers Answer, 1934 and 1938**

	<i>Reasonable Facts</i>		<i>Exaggerated Claims</i>	
	1934	1938	1934	1938
Males, under 30.....	43.9	38.7	56.1	61.3
Males, over 30.....	48.9	43.1	51.1	56.7
Males, all	46.7	40.9	53.3	59.1
Females, under 30.....	49.7	41.6	50.3	57.6
Females, over 30.....	63.4	44.8	36.6	55.2
Females, all	57.0	43.2	43.0	56.4
All under 30.....	40.2	59.4
All over 30.....	44.0	56.0
Grand Total	51.3	42.1	48.7	57.7

Note: Where 1938 percentages do not add up to an even 100.00, the difference is occasioned by a scattering of "don't know" answers.

In the short space of four years consumers have become noticeably more critical of manufacturers' claims, more inclined to believe retailers; they ask for more facts and less exaggeration; give Bronx cheers to testimonials of famous people. The 7th of a series of 1938 surveys conducted for Sales Management by the Ross Federal Research Corp., edited by Philip Salisbury, executive editor.

What the Consumer Thinks of Advertising—1938 and 1934

THE results of a nation-wide survey made for SALES MANAGEMENT by the Ross Federal Research Corp. show conclusively that consumers are becoming more critical of advertising claims and inclined to disbelieve the majority of advertisers because the minority exaggerate or are downright dishonest. Young and old, male and female, are less naive, more sophisticated. The survey does not make pleasant reading for national advertisers, their agencies, and sellers of advertising. Stop right here if you don't want to learn some bitter truths about your market.

The survey was made in 25 large cities from Portland, Me. to Los Angeles, from Milwaukee to New Orleans. It does not pretend to be a perfect cross-section of the American public, first because it was confined to metropolitan markets; second, because it was limited to 1,010 consumers. But these consumers were carefully chosen to be representative as to social and economic status, and were equally divided between male and female, and over 30 and under 30.

The survey gains perhaps its greatest significance because the findings may be compared with an identical survey made by the same organizations in the Spring of 1934 among a similar group of consumers, and thus it is possible to observe and measure the trend of the consumer attitude toward national advertising.

That trend is distinctly less favorable.

Four years ago the majority be-

Do People Buy If They Believe Advertising Exaggerates?

The purpose of two of the questions was to discover whether people who thought the advertising of a specific product was "most exaggerated" nevertheless used that product regularly. Early in the interview this question was asked: "What product's advertising (name of brand) do you consider most exaggerated? . . ." Then came a number of other questions, taking a quarter of an hour of the respondent's time.

Assume that in answer to the question above the respondent had said "Lucky Strike." As the last specific question the Ross interviewer would then ask: "What brand of cigarettes do you use regularly? . . ." The two questions were separated in this way so that respondents would not relate them.

The listing below shows for all products receiving three or more "most exaggerated" mentions, the number and percentage of respondents who used that product.

PRODUCT	No. stating advertising is most exaggerated	No. who disapprove but nevertheless use	% who use but disapprove	PRODUCT	No. stating advertising is most exaggerated	No. who disapprove but nevertheless use	% who use but disapprove
All products mentioned...	972	113	12	Chesterfields.....	18	1	5
Lucky Strikes.....	133	13	10	Chase & Sanborn Coffee..	18	..	0
Camels.....	84	12	14	Ivory Soap.....	18	5	28
Wheaties.....	43	5	12	Palmolive.....	15	..	0
Pepsodent toothpaste....	41	4	10	Alka-Seltzer.....	14	2	14
Lifebuoy.....	31	3	10	Ford.....	14	6	43
Listerine.....	28	1	4	Camay.....	14	2	14
Old Golds.....	23	1	4	Oxydol.....	14	3	22
Lux.....	22	4	18	Drene.....	11	2	18
Lady Esther.....	20	1	5	Rimso.....	10	2	20

(Continued on page 66)

lieved that reasonable facts characterized advertising more often than exaggerated claims; today the majority belief is that most advertising exaggerates.

Four years ago two-thirds of the consumers were more likely to believe the national advertiser than the retail merchant; today the percentage has declined to one-half.

The first question asked by the Ross Federal investigators was "Most advertising statements are based either on reasonable facts or exaggerated claims. Which do you find most often to be the case?" (One half of the respondents heard the question in this form; for the other half "reasonable facts" and "exaggerated claims" were reversed.)

Men were more critical than women, the young more critical than the old. All groups were more critical than in 1934.

The scores, 1938 and 1934, are shown in the box on page 1.

The most significant change in the table would seem to be the growing skepticism of women, especially those housewives over 30. Skeptics in that group increased by one-half in four years! Ponder over that, Mr. National Advertiser.

Believe One Way, Act Another?

The second question was "What product's advertising (name of brand) do you consider most exaggerated?"

This question was linked with the seventh, and the results are shown in the table headed, "Do People Buy If They Believe Advertising Exaggerates?"

Other studies on consumer attitudes toward advertising, made by SALES MANAGEMENT and others, have measured the degree of skepticism regarding advertising claims, but have not developed a clear cut answer to this all-important question,— people may believe a claim is highly exaggerated but do they go on buying the product nevertheless?

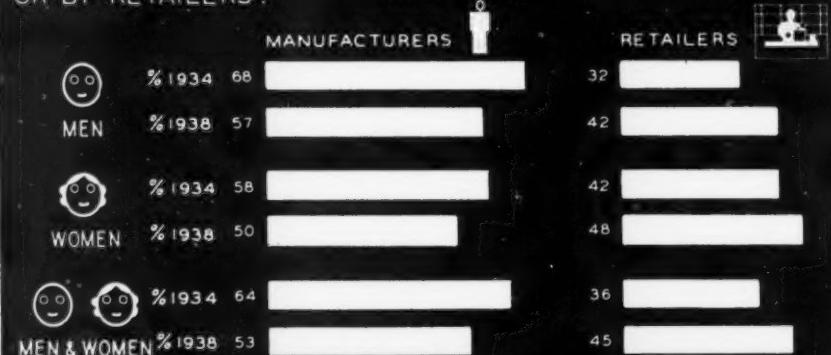
SM has made a pioneering effort to answer the question, and the method used (see foreword to table) was a reasonable guarantee of reliable results. There were limitations in the survey, as explained earlier in the article, and the editors make no pretense that the exact percentage figure shown here would apply if a similar survey were conducted among 100,000 people in cities, small towns and farms. In such a survey the figure shown here of only 12% of the people using products whose advertising they consider "most exaggerated" might drop to eight or jump to 16 or 20, but it would be small.

SEPTEMBER 1, 1938

"MOST ADVERTISING STATEMENTS ARE BASED EITHER ON REASONABLE FACTS OR EXAGGERATED CLAIMS.
WHICH DO YOU FIND MOST OFTEN TO BE THE CASE?"



"IN WHICH DO YOU HAVE THE MOST FAITH -- STATEMENTS MADE BY MANUFACTURERS OR BY RETAILERS?"



"DO YOU FIND THAT MOST ADVERTISEMENTS TELL YOU ALL THAT YOU WANT TO KNOW ABOUT A PRODUCT IN WHICH YOU ARE INTERESTED?"



Let's not quibble about exact percentages, but instead consider the significant point: Only a relatively small number of people buy a product if they think the advertising is highly exaggerated.

One well-to-do housewife told an investigator: "I am annoyed by the Welch grape juice advertising. I don't believe that it will reduce one the way they say it does. However, when I buy grape juice I always ask for Welch's because I think it is the best. But I would like to have them know that we don't buy half as much grape juice as we used to buy, simply because I am annoyed by their advertising claims."

Consumer objection to untruthful

advertising is not passive and theoretical; it is carried into action in the stores of the nation, either through complete boycotting of the offending product, or a smaller amount of purchases.

With consumers becoming better educated, more thoughtful, more skeptical, isn't it obvious that the "sucker market" is growing smaller every day?

What Do People Want to Know About Products?

Question: "Do you find that most advertisements tell you all that you want to know about a product in which you are interested?"

Who Are the Most Convincing Authorities?

Respondents were asked, *Advertisements often mention an authority for the claims made about the quality or performance of a product. Indicate the three authorities you would find most convincing."*

Numerals in brackets indicate the percentage score in similar 1934 survey.

Letters in brackets following the description of each authority indicate the order of appearance on survey form.

"Par" would be 33.3%.

	<i>Women</i>	<i>Men</i>	<i>Total</i>
The statement that the product meets standards set by the Federal Government (C)			
Under 30	28.7 (24.5)	29.7 (19.5)	29.1
Over 30	27.0 (19.7)	28.8 (14.7)	27.9
Total	27.8 (21.8)	29.2 (16.6)	28.5 (21.8)
Laboratories operated by associations, colleges, or corporations specializing in testing (E)			
Under 30	25.1 (22.0)	25.1 (34.4)	25.0
Over 30	21.6 (22.0)	23.5 (25.9)	22.5
Total	23.3 (22.0)	24.3 (29.3)	23.8 (26.1)
Testing laboratories maintained by magazines or newspapers (A)			
Under 30	18.5 (14.5)	15.1 (13.8)	16.8
Over 30	19.5 (15.3)	16.0 (13.7)	17.7
Total	19.1 (14.9)	15.6 (13.8)	17.3 (14.2)
The testimony of satisfied users who are ordinary citizens (G)			
Under 30	10.3 (13.0)	13.0 (12.3)	11.7
Over 30	10.4 (12.4)	11.7 (14.8)	11.1
Total	10.3 (12.6)	12.4 (13.7)	11.4 (13.1)
The testimony of satisfied users who are residents of your city (D)			
Under 30	9.8 (14.8)	10.5 (9.7)	10.2
Over 30	11.8 (17.3)	12.7 (14.2)	12.2
Total	10.8 (16.2)	11.6 (12.8)	11.2 (14.3)
The manufacturer himself (such as the head of the business, or engineers or chemists employed by the manufacturer (F)			
Under 30	5.9 (4.8)	5.6 (5.2)	5.9
Over 30	7.6 (8.0)	6.5 (8.0)	7.1
Total	6.7 (6.7)	6.0 (6.9)	6.4 (6.8)
The testimony of famous people, such as athletes, movie stars, society women, etc. (B)			
Under 30	1.7 (6.3)	1.0 (2.9)	1.3
Over 30	2.1 (3.5)	.8 (2.6)	1.5
Total	2.0 (4.7)	.9 (2.8)	1.4 (3.6)

And a sub-question: If the answer to the preceding question is NO—“What feature, or features, is most often lacking?”

Here again it is possible to measure the trend of consumer wishes over a four-year interval.

	<i>"Ads do not tell me all I want to know"</i>	<i>"Ads tell me all I want to know"</i>
Males, under 30	46.6	53.4
Males, over 30	58.4	41.6
Males, all	52.6	47.4
Females, under 30	58.8	41.2
Females, over 30	65.9	34.1

Females, all	62.3	37.7
All under 30	52.7	47.3
All over 30	62.1	37.9
Grand total, 1938....	57.4	42.6
Grand total, 1934....	71.3	28.7

Half again as many people said in 1938 as in 1934 that advertisements do not tell them all that they want to know, with the demand for more facts more noticeable among women. Obviously no single advertisement can tell *all* about a product. The attempt would result in such a cluttered-up page that few would read it.

But even though it isn't feasible to even attempt to tell *all*, isn't there a

clear indication that consumers want to know *more*?

What feature is most often lacking?

	1934 %	1938 %
Actual facts and technical details	27.4	36.1
Price to consumer	34.8	20.3
"Lack of truth".....	11.3	10.1
Ingredients of product..	5.7	8.7
More about quality....	3.0	5.9
"Too vague and general"	5.7	5.3
"Does not state limitations"	2.6	3.6
All other reasons	9.5	10.0

Manufacturer or Retailer?

Question: *"In which do you have the most faith—statements made about products by manufacturers, or ones made by retail merchants?"*

	<i>Retail Merchants</i>	<i>Manufacturers</i>
	1934 %	1938 %
Males, under 30	30.1	40.7
Males, over 30	33.1	43.5
Males, all	32.0	42.1
Females, under 30	24.5	48.8
Females, over 30	51.9	46.8
Females, all	42.1	47.8
All under 30	44.7	53.1
All over 30	45.2	53.4
Grand total	36.4	44.9
	63.6	53.3

Note: Where 1938 percentages do not add up to an even 100.00, the difference is occasioned by a scattering of "don't know" mentions.

The most significant change seems to be the shift toward the retailer by those under 30, especially the younger women.

Who Are the Most Convincing Authorities?

For details read the table headed, "Who are the most convincing authorities."

In 1934 the editors decided that because of the possibility that some system of governmental standardization or grading might be made either possible or even mandatory, it would be interesting to find out how consumers would react to advertising which states that the government "approved" the product. The same opportunity of expression was offered this year.

The votes for "meets standards set by the Federal government" jumped about 40% this year as against 1934, when they also were high. That "authority" led all others by a considerable margin.

Laboratories maintained by publishers improved their showing; the declines were registered for other authorities. Note the accentuated drop in the authoritativeness of the testimony of movie stars, athletes, and society women. However, as pointed out in the 1934 study, the reaction regarding

(Continued on page 66)

Marketing Flashes

[Doubling Up for the Nation's Windows—Ballet Gets Publicity, Sales for Perfume—Seattle's "Cowboys"]

Window Conditioning

Libbey-Owens-Ford Glass Co., Toledo, is setting out to "window condition" with double windows the 12,000,000 American homes which have central heating. Company officers believe the idea is sound because:

Heating costs in the average home are cut one-third by double windows. Cost of double glazing is paid for in two winters by fuel savings. These savings apply equally to new homes or old. Only 5% of the potential market has been touched. FHA loans are easily obtainable for such home improvement, hence payments are spread out.

The above facts were ascertained only after prolonged research by L-O-F salesmen, architects, engineers, and by Prof. G. L. Larson, of the University of Wisconsin. Equipped with them, company representatives are calling on lumber and sash dealers, builders, glaziers, and other glass manufacturers—for all will benefit from a united effort.

Through U. S. Advertising Corp., Toledo, ads are appearing in *S. E. P.*, *Collier's*, *Good Housekeeping*, *Parents'*, *Better Homes & Gardens*, *House Beautiful*, *American Home*, *House & Garden*.

While it's too early for complete returns, L-O-F reports its own (as well as competitors') sales are on the upgrade, and 1,390 more men have gone back to work.

AGMA's Week

No week of the year is compelled to glide into Eternity as a plain seven days on the calendar. All are "Weeks," some of them being at one and the same time "National Sprocket and Dingus Week," "Eat More Skinless Bologna Week" and "Change Junior's Diaper Now Week."

Probably largest of all, from the standpoint of sales volume and companies cooperating, is "Nationally Advertised Brands Week," sponsored by Associated Grocery Manufacturers of America. Products of AGMA members represent \$4,000,000,000 annually, and over 1,000,000 people turn them out. One-third of every dollar spent in retail stores goes for food and beverages.

Therefore, when AGMA designates February 9-18, as "Nationally Adver-

tised Brands Week," a tremendous line-up is assured. That date is a long way off, but grocery manufacturers are laying plans to insure its success "in every possible way in directing the attention of the public toward progress made in better serving them."

Milk from a Slot

Mills Novelty Co., Chicago, is introducing a new milk vending machine for installation in factories, shops, offices, stores, parks and other places where large numbers of people work or congregate. You drop in a nickel and get eight ounces of milk in a regulation milk bottle.

Baker-Hubbell Co., of Peoria, which ran a test reported top sales of 722 bottles in a day and an average of 390 bottles per day per machine. The machine cools the bottled milk and keeps it at the right temperature; operates only by coin, automatically; pre-cools reserve bottles. Bottles come out dry.

The cabinet is finished in Duco baked enamel, red and white, and loads through a side door. An indicator shows the number of bottles in the machine at all times.



Mills' version of cud-chewing Daisy.

For Tablecloth Writers

To the despair of restaurateurs (and the delight of laundries) American manhood and womanhood persists in scribbling on the tablecloth. Dennison Manufacturing Co., Framingham, Mass., turns this universal writers' itch into a merchandising asset.

Paper napkins, "Game-Naps," are offered by Dennison with tick-tack-toe, word puzzles and other pastimes printed on them. Instead of covering tablecloths with artwork, patrons will be thus induced to write on the napkins.

Hotels, liquor firms, dairies, bottlers, bakers, food and ice cream makers may also print their advertising on "Game-Naps." They combine service with low cost point-of-contact advertising, says Dennison, and should ring the bell with a "puzzle-crazy, contest-mad, game-conscious public."

La Danse des Parfums

Another of Lenthéric's elaborate perfume promotions is about to be launched, and this one is off the beaten track. It doesn't tieup perfume and flowers or perfumes and costumes, as is usual with such promotions, but is designed "to inspire a fuller and more sensitive appreciation of perfume through the medium of the dance—an aesthetically allied art!"

For ten weeks, beginning in September, Lenthéric will present "La Danse des Parfums," a program of six different ballets interpreting six different Lenthéric scents—Tweed, Shanghai, A Bientôt, Miracle, Anticipation and Numéro 12—in leading department stores of the East and Middle West.

To put perfume into motion was no simple task, and Lenthéric had to go out of the realm of business and into the theatre for its material. Harold C. Martins, art director of the Cleveland Ballet, was employed as choreographer to create the dances and direct the interpretations of ballerinas Jane Burkhalter, of the American Ballet, and Pamela Nape, of the Cleveland Ballet. Costumers, wig makers and scenery designers were called in. So was a technical director to manage lighting, musical reproductions, etc. And when the show goes on the road it will be as authentic a group of performers (with trunks of costumes and boxes of scenery) as ever toured.

The promotion had a four-week try out early this Summer. It opened at Schunemans & Mannheimers, St. Paul, and from there went to J. L. Hudson Co., Detroit; A. Polksky, Co., Akron, and the Higbee Co., Cleveland. The select group of women in each city who were invited to attend the ballet were immensely flattered. Handsome

invitations sent out about a week before the program was scheduled to appear in a local auditorium or in the auditorium of the sponsoring store, asked women to call at the perfume department of the store for tickets. A full page newspaper ad, shared by the department store and Lenthéric, announced the program to the public and smaller newspaper ads followed throughout the week the troupe was in town.



She interprets a Lenthéric perfume.

As a part of the show Lenthéric's Ronald Coleman-esque stylist, M. Durel Dugas, as narrator, elaborated on each perfume presented in the group of dances and invited women of the audience to receive personality analyses with suggestions for types of perfume and make-up. All four stores thought it a good promotion idea for themselves as well as for Lenthéric and cooperated, most of them with six show windows—one for each dance—perfume interpretation—and elevator cards, etc., drawing attention to the program.

The women of St. Paul, Detroit, Akron and Cleveland liked the ballet. As did the women's pages of local newspapers which provided a volume of publicity clippings for Lenthéric's sales promotion files. So the show will go on, following the same schedule, opening September 13 in New York's John Wanamaker's.

Range Round Up

The second annual "Old Range Round Up" by Seattle Gas Co. for its salesmen and dealers sold 500 stoves and laid the foundation for more business in the future.

It began with a parade. Salesmen

astride horses; a sound truck warbling cowboy songs; a truck loaded with maverick ranges headed for the last round up; another filled with gleaming new gas ranges. Sombreros lifted high in air, red bandanas encircling throats swelling with "Yipees," the paraders stretched out for two blocks, kept going for two hours in downtown Seattle.

Following this opening splurge, dealers and salesmen settled down to cash-in on a comprehensive promotional plan. They continued to wear the neckerchiefs and lapel buttons reproducing a rider and bronc, insignia of the event.

Newspaper copy in color, billboards, and street car ads invited householders to trade in their old stoves, with a silver dollar offered for every year of age up to \$25. A special prize of \$100 was posted for the oldest stove traded in.

A lasso artist in cowboy costume visited schools during recess periods and put on a roping exhibition. He also distributed popguns to delighted youngsters. A tag was attached to each gun, which the boy or girl had filled-in by three householders. It merely pledged that they would listen to a salesman tell them about the Round Up. When the tag was turned in to a dealership or the main office a real cowboy lariat was given the child. Some 2,000 lariats were distributed.

After school hours the cowboy held free classes for youngsters who wanted to become expert with their new lariats. The boy or girl who became most adept at roping tricks received a handsome cowboy outfit.

Erwin, Wasey's Seattle office was in charge of the Round Up advertising.

Rah! Rah! Radio

College boys and gals may now buy radios finished in their college colors. High school students, ditto. Fraternity and sorority members can have them with the college colors plus their chapter insignia on the grille. Stewart-Warner, of Chicago, has made it possible with its new Varsity Radio. It's a push-button job, four buttons, with manual tuning as well, and sells for \$17.95.

The Stewart-Warner management is prepared to supply the radios in any color combination desired to students of some 500 colleges and universities, to members of 358 fraternities and as many high schools as may send in orders. Promoted as "America's College Radio," it is reported to be going like hot cakes. Orders for 1,000 were received recently in a single day. Loyal "old grads" too are expected to honor Alma Mater with a radio.

Why Dealers Don't Forget Special Drives by Hawaiian Pineapple

Advertising agency men of N. W. Ayer & Son, San Francisco, believe they have solved the problem—for one of their clients at least, The Hawaiian Pineapple Co.—of getting, and keeping, advertising campaign dates before large distributors and so winning distributor promotion during the heaviest advertising periods.

They had a large, decorative wall calendar made, the upper part in natural colors, showing two healthy children on a Hawaiian beach drinking Dole pineapple juice, below this the legend: "Dole Days for Spring!" or "Dole Days for Summer." The calendar portion covers the months of the Dole Spring advertising campaign, or the Summer campaign. The top page of the calendar has a humor sketch of "Johnny Pineapple," who boasts in verse:

"I've millions of dates for the summer
With women all over the land,
I'm moving right into their parlors
And telling them all of the brand
Of pineapple products to look for—"

—and so on for 16 lines urging dealers to tie in with this advertising for their own profit, and how to do it.

The calendar is for the months of the campaign only. The Summer Dole calendar runs through June to September 30. The calendar is white with dates in black. The dates on which Dole pineapple juice is advertised are on red squares, those on which pineapple "Gems" are advertised are on yellow squares, and where both are advertised on the same date the square is red and yellow. A black border around the calendar has names of advertising media in white, with dates of advertising in each magazine listed, plus the combined circulation figures for each month, and the circulation of the individual magazines. Below this in large letters is the information: "These are the days your customers are reading new Dole advertising."

Several thousand of these calendars have been distributed to large brokers and grocery buyers the country over. The report is that the recipients put them up on the wall and keep them there like any other calendar. Says Carl Zachrisson of N. W. Ayer. "Anyone who knows the problem of getting and keeping advertising campaign dates of a manufacturer or producer before the distributor of the products, will appreciate the advantage of inducing him to put up those dates on the wall where they will meet his eye daily."

LONG DISTANCE RINGS MAKE SMOKE RINGS FOR CIGAR CO.



• TELEPHONE rings mean smoke rings for a large Florida cigar company. Its president has built up the business and keeps it running smoothly by day-in, day-out use of Long Distance telephone service.

He says, "We have 34 branches, from Texas to Virginia, with which I keep in constant touch by telephone. If weekly sales reports don't seem satisfactory, I telephone at once. If I want to swing a special deal, I find I can handle it a lot better over the telephone.

"Besides the many calls I make, a lot come in to me. When a manufacturer closes a discussion by saying he'll advise me later, I answer, 'I want to know *now*, so think it over and give me a ring!'

"Long Distance keeps me on the firing line every day in widely scattered places. And I'm convinced I've made *ten* dollars by telephone, where I'd have made *one* by other methods."



New Wrinkle in Help for Dealers: "Salesmen—à la Carte"

First National Brands, Inc., Chicago, supplies service station operators with trained men to do territory work whenever and wherever they're needed.

WILLIAM C. McCREARY, president of First National Brands, Inc., whose sales ideas come brightly into the columns of SM every now and then, has a new venture, started last Spring, which he calls "Star Salesmen."

Mr. McCreary happens to be one who looks situations over and tries to figure out an answer to fit the question. First National Brands, of Chicago, it should be remembered, originated the idea of supplying garages, filling stations and automobile agencies with a full line of nationally advertised motor oils, in the original packages.

First National's system is to buy these oils in quantity and distribute them to retailers in broken lots according to their needs. Twelve leading brands are carried and the dealer is presumed to stock them all. A variety of sales helps are a part of the service.

"Star Salesmen" is an added service. Last Spring Mr. McCreary conceived the idea of supplying dealers with trained salesmen who might go into local territories and work out local problems. He argued that many of these dealers would gladly put on a salesman for a day or two or a few days if they could get them, even though they might not be in financial position to put on men permanently.

For These Services, \$10 a Day

Owing to conditions, well-trained salesmen were readily available. What they wanted was work. He outlined his plan, telling oil dealers:

1—We will supply you with one, two or more men, by the day, for one or more days, according to your needs.

2—They will call on your present customers, tell them that you appreciate their trade, and seek increased business.

3—They will call on old customers who have been lost and endeavor to win them back.

4—They will go out and beat the bushes for new customers and invite them to trade with you.

5—They will act as trouble-shooters, seeking to heal wounds and correct misunderstandings.

6—They'll go to work at 8 a.m., and keep at it until 5 p.m. Each day each man, when he turns in his report, collects \$10 in cash.

Mr. McCreary argued that such a

service would click for various reasons. He knew that the average service station operator or garage owner is being advised continuously by the larger oil companies to solicit business. He argued that these men, after working hard from twelve to fourteen hours a day, had little heart or strength for such work.

"More than that," he told an SM reporter, "the average retailer is confident, sure of himself and at home in his station. Put him out on a soliciting job and he is hesitant and ill at ease.

"Very often he is embarrassed and more or less tongue-tied. He doesn't like the job of punching door bells and asking for business. He must make a supreme effort to do even an inferior sort of job. The trained salesman has it all over him. The salesman's mind and the retailer's mind are two distinct minds."

Results Prove Plan's Worth

Mr. McCreary produced a neatly bound folder which held twenty printed forms, representing one day's work by a salesman, carefully filled in with a typewriter. On the first page was a sworn and notarized statement as follows:

Certificate of Performance—I hereby certify that the attached reports bearing my signature are trustworthy in that they contain all pertinent information imparted to me on the subject involved.

"Our Star Salesman signs this," he said. "It impresses the salesman with the importance of his work. It impresses the operator who pays him. It puts salesmanship in some measure on the same plane as a C.P.A. report or, shall we say, an architect's service. Besides that, perhaps, there's a bit of showmanship in it."

Here's an incident showing how a Star Salesman's report can be of real value to a client. It is taken from the records. A business man quit a South Side garage in Chicago. These facts were unearthed:

He had kept his car in the garage for five years; besides storage his business had averaged from \$25 to \$30 a month; an attendant banged up the car; he demanded that the garage stand

the repairs and was refused. Incensed, he took the car elsewhere. The owner of the garage knew nothing of the matter. Apparently employees, for their own protection, had "covered up" the incident.

The Star Salesman straightened the matter out. The garage gladly made the repairs. The man's car came back. He was changed from a knocker to a booster.

"In a case of this kind," said Mr. McCreary, "it is obvious that an outside man can handle the matter much more effectively than a staff employee who likely would protect a fellow worker. Straightening out this one case was probably worth several times the cost of the Star Salesman's day and that day he met and talked to eleven prospects out of twenty calls."

Further, he explained, the smaller dealer, no matter how much he may need a trained man who can go out and make calls, doesn't know where he can put his finger on such a man. And nobody but a trained and experienced salesman can do the job properly.

"I Ain't Dressed Up"

"It is my opinion that any man who has continuously worked in the retail end of a business for three years has largely disqualified himself as an outside salesman," observed Mr. McCreary. "He acquires what we call 'the retail mind.' His imaginative qualities so necessary to sales work are dwarfed, he loses ambition to go out and sell, he dislikes to make and keep outside appointments, he becomes ill at ease. Garage and service station operators often sum up their feelings in the matter with the words, 'I ain't dressed up.' That expresses far more than they realize.

"The theory on which we are building our Star Salesmen is that the dealer who needs a job of this kind done will find far more profit in hiring a trained salesman than to try to do the work himself. He isn't effective when he steps out of character.

"We speak of our Star Salesman plan as a pay-as-you-ride system. It's really buying the services of expert salesmen on the taxicab plan. That leaves the owner to operate on his own lot where he is at his best.

"While so far we've applied the operations of our Star Salesmen strictly to the oil business, I am confident, from our experience, that the idea could be applied to many lines of endeavor. It might easily increase the working hours of a large number of really good salesmen, especially in times of recession, and at the same time increase the earnings of the business houses that employ the service."

A Lulu or a Dud? Necco Pre-tests Every New Item to Find the Answer

This standardized procedure used by the New England Confectionery Co. avoids many a potential loss on proposed additions to the line by field testing under actual selling conditions.

BY
M. S.
SULLIVAN

THE development of new products has been so standardized by the New England Confectionery Co., Cambridge, Mass., as to eliminate many of the headaches that accompany this phase of marketing. In the field of five-cent candy bars, in which this company has been active for many years, there is exceedingly keen competition, with the development of new candies playing an important role.

If Necco promotes a new product, it is fairly certain, under its pre-testing plan, that an item with good volume and profit potentialities has been added. The success of the system is indicated by preliminary estimates which have checked within 5% of actual sales figures in many instances.

Product testing is given an important place in this organization. H. R. Chapman, vice-president, formulates sales policies, coordinates sales activities, selects and trains personnel, maintains contact with competition, with important accounts and with jobber group meetings. He also directs three separate and equally important divisions, namely, sales operation, sales planning and sales development.

Sales operation is headed by W. F. DeMaris who has charge of salesmen, sales territories and sales. Sales planning, under the management of R. L. Singer, deals with research, product testing, analysis of the product line and analysis of long range statistics.

The third division, sales development, formed in August, 1937, is headed by J. H. Reddy, who for 15 years was associated with Lovell &

Covell, a division of the New England Confectionery Co. Broadly, the powers of this division include merchandising, sales promotion and advertising. Specifically, this division produces dealer helps, price lists, new packages, new items, new names; handles trade-mark registrations and directs advertising, including agency contacts, preparation of copy and direct mail.

With this type of sales organization, Necco places as much importance upon its sales planning and sales development divisions as upon its sales. Emphasis is placed on new products because, in the five-cent candy bar field, the origination and development of a popular bar is something akin to finding a new movie star. It is what candy manufacturers strive for.

Experimental candies are tasted and studied first by the sales development

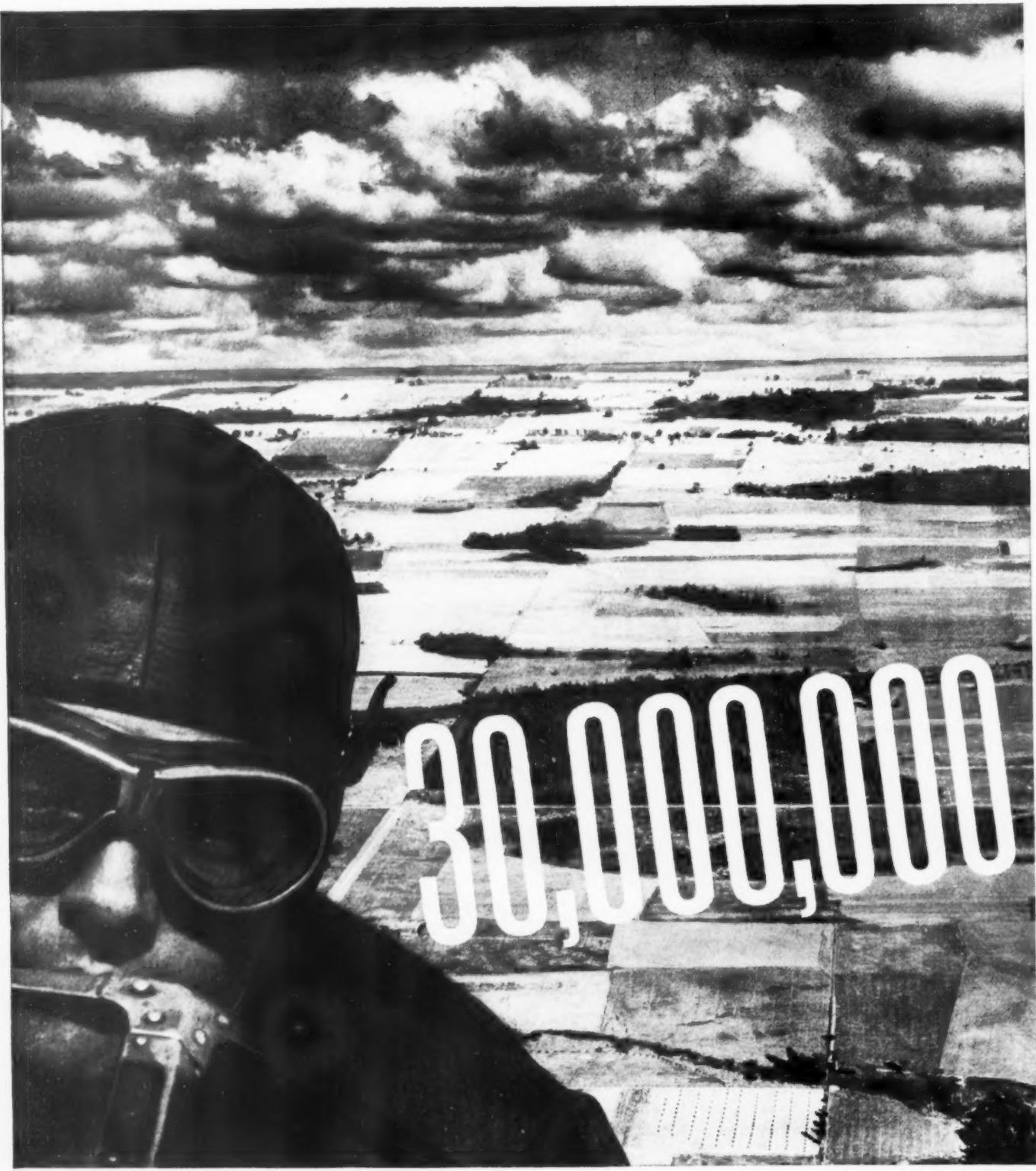
division. When this division thinks it has a promising creation, it is presented to Mr. Chapman. The proposed product is tasted and considered by the Necco sales organization. If it passes company tests the product is then submitted to market testing.

Prior to testing, the product is put in its final marketing form as if it had been made a permanent addition to the line. Necco works on the theory that it does no good to test a product unless it is fully developed as to size, shape, wrapper, name, and unless it is tested with the backing of sales promotion materials, such as window displays, counter cards and dealer helps. While this requires greater expense than when products are tested for taste only, it conducts tests under normal selling conditions.

Necco has a rule that purchasing for



"What we want from you is a smooth walnut, flat on one side, that will take a rubber stamp."



FAIRCHILD AERIAL SURVEYS

EVEN when you tell of it briefly, the success of the grass called Lespedeza makes quite a story. Just a few years ago there was not an acre of it on any farm in America. Today there are more than 30,000,000 acres.

Growing unheralded in a government experimental plot, it looked like just the kind of

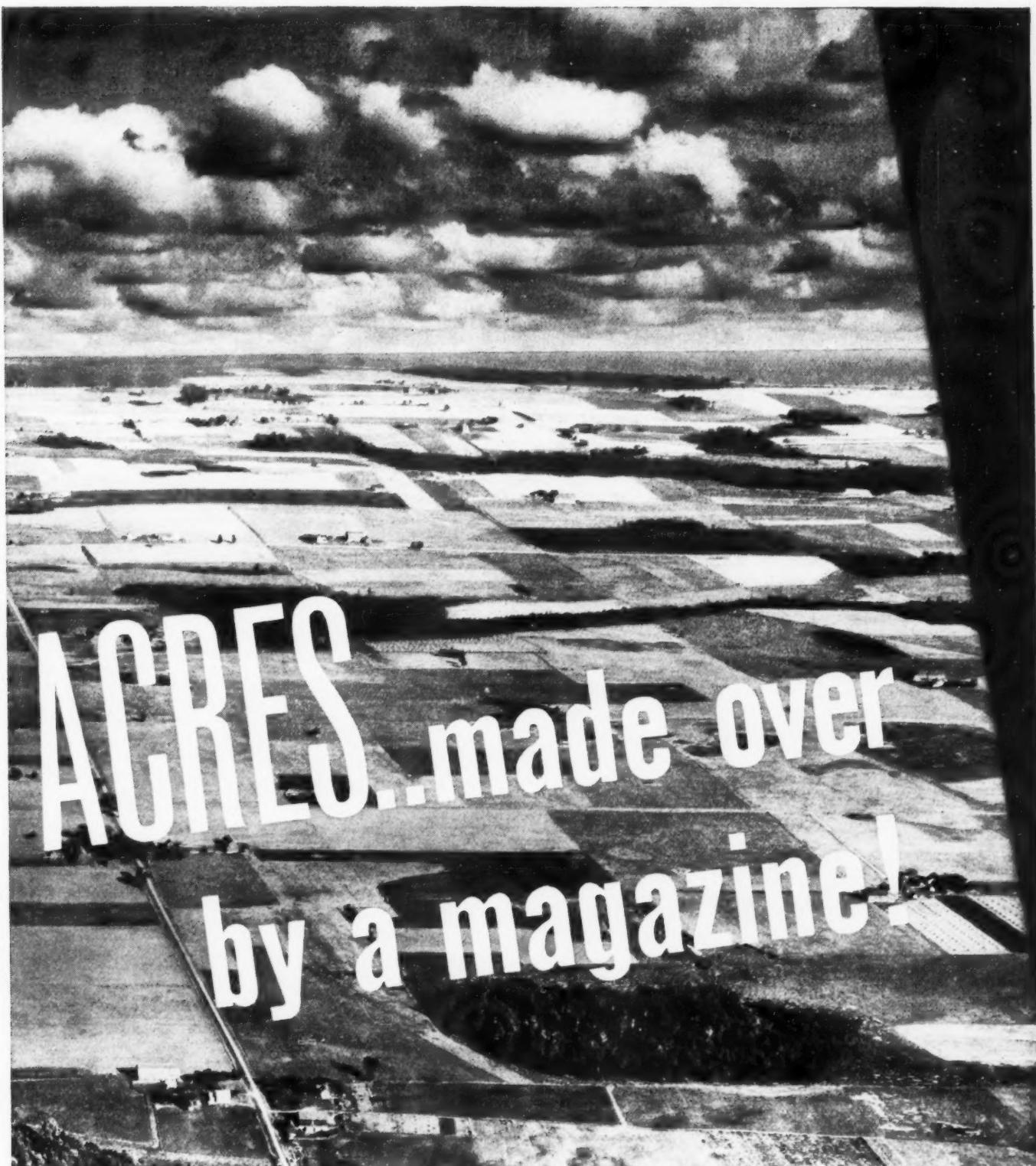
[26]

forage crop and soil builder that was badly needed in the South. So Country Gentleman said so, and kept on saying so.

What happened to Lespedeza is what has always happened to ideas sponsored by Country Gentleman.

It is a simple fact that no cause backed

SALES MANAGEMENT



ACRES...made over
by a magazine!

by these pages has ever failed to take hold.

But more important to industry than Country Gentleman's near 2,000,000 circulation . . . more important than its strategic place in the biggest and most stable single market in America . . . is this many-times proved power to move its people to action.

POWER TO MOVE PEOPLE
POWER TO MOVE **GOODS**

COUNTRY GENTLEMAN
NATIONAL SPOKESMAN FOR AGRICULTURE

testing must be restricted to actual quantities needed for the test. Even though the division may be fairly certain that a good seller has been created and that it probably will go to market permanently, purchasing must be made only for actual testing requirements.

This places a small additional expense on the company, if the item is eventually marketed; on the other hand, it reduces expenses if the product is found unworthy of marketing. In the long run, the company has found it is more economical to so limit purchasing.

Placed in final marketing form by the sales development division, the proposed item is then turned over to the sales planning division for testing.

This is done to determine the volume and profit potentialities of the product. Not only has pre-testing avoided loss incurred when the company markets a poor seller, but it has avoided the creation of customer ill-will which results from investing in a candy bar that doesn't taste well. Testing has also been instrumental in correcting weaknesses in the product taste, its name, package and such.

All Types of Stores Tested

Testing is first done in retail stores under the direction of company detail men. Between 20 and 25 retail stores in Greater Boston are used. Stores include all types—grocery, drug, candy and general retail outlets, with store size estimated according to weekly candy purchases. Also considered is the nature of the market represented by each store, whether a suburban district, school neighborhood, shopping center or residential area.

Retailers are given free merchandise throughout the test period and are provided with complete sales and display helps. Dealers are told that the company will test only products believed to have a profitable future. Emphasis is placed on the added profits produced by testing. In order to forestall any jobber reaction to the manufacturer working directly with retailers, the company first notifies jobbers in the city, explaining the test nature of the work.

Tests are conducted from four to six weeks and recorded data, in addition to the above mentioned, include nature of displays accorded the product and the number of boxes supplied at the beginning.

During the test, detail men spend several hours a week in the stores at times corresponding to the peak load for each store, a neighborhood outlet getting the bulk of its sales in the forenoon and one in a school section getting its rush after school closing. If

the retailer is willing, the detail man acts as a salesman, which gives him an excellent opportunity to obtain consumer comment.

Testing is conducted particularly in relation to repeat sales. Each retailer is supplied weekly with a sales check sheet, with spaces provided for marking original and repeat sales. When making a sale of the test item, the retailer asks, "Have you tried this candy before?" checking the first column if the consumer has not and the second column if he has. This part of the test is chiefly dependent on the degree of cooperation the detail men are able to obtain from retailers, since the latter must be particularly obliging to record these facts. Necco desires to study repeat sales thoroughly, since first sales are termed "Dangerously misleading." It is repeat business that the company seeks to measure.

On one test product, detail men put 750 boxes in 22 retail stores, with 17 of the stores cooperating on the repeat sales study. On this particular product, at the end of the first week, four of the 22 had sold their first boxes and received additional boxes, and all but two had sold a half box or more, with 90% first time sales. By the end of the second week, 77% were first time sales. At the end of the third week, sales fell off 50%, but 85% were repeats, and the product was selling on a ratio of four to nine against one of the country's outstanding nickel bar successes.

By the end of the fourth week, repeat sales amounted to 90%; and at the end of the fifth week, 93% were

repeats. This study, of course, indicated that the product had high potential volume as determined by this repeat demand. In this particular test, Necco found that sales were slightly higher in school districts than others, and that sales in medium class residential districts were better than in transient sections. Following the test, 19 of the 22 testing stores expressed a desire to stock the product regularly.

If a retail test discloses any weaknesses, these are corrected before proceeding with the jobber test. In the case of the item mentioned, some retailers and consumers expressed objection to the color scheme because it was too "loud." This was changed and another brief test proved the new colors to be more acceptable to both retailers and consumers.

While retailers are told of the test study, jobbers are never told that sales made to them are for the purpose of testing. The proposed item is presented to them as a permanent addition to the line. This gives the product an impartial trial and the method of approach is reasonable since most items reaching this stage in testing are added to the line.

Jobbing Tests Are Final Step

The jobbing tests are usually carried on in medium-sized cities such as Hartford, Providence, Albany or Buffalo. Salesmen work with jobbers, and detail men are active establishing as complete retail distribution as possible. Because it requires longer to obtain distribution for this test, jobbing tests are conducted over a longer period of time than allowed for retail store tests.

Following the jobber study, another complete factual report is made to the manager of the sales planning division, this in turn being studied and interpreted as to whether or not the product deserves promotion. In the instance cited, the decision was that the bar represented good volume and profit, since its sales had been shown to be about 20% of each of four leading competitors. The sales planning division developed a budget which proved only 9% out of the way.

On the test of a one-cent item, the company, working through 25 Boston retailers for a five-week period, sold 10,186 units with 57% repeat sales—and with repeat sales averaging two to three times sales of competitive products.

Another very successful new product, Sky Bar, was introduced the first of the present year and, although only a fractional part of ultimate national distribution can have been secured in a period of four months, it is now sell-

(Continued on page 69)



—an article written by a salesman, entitled "Sales Managers Who Got Sales Out of Me—and Sales Managers Who Didn't"—a "true confession" story which will make many a sales executive wonder how many failures on his sales force might be chargeable directly to his own mismanagement. One of the editorial board members who read the story sent it back to the managing editor's desk with this penciled notation: "I think it is one of the most helpful and most interesting articles we have had in years."

—also coming soon: "Five Salesmen Who Hit the Skids—and How I Saved Them," by the sales manager of a leading company on the Pacific Coast.

PFD... OKLA PFD... OKLA PFD...

102 $\frac{1}{2}$	104 $\frac{1}{2}$	107 $\frac{1}{2}$
EX.DIV.	EX.DIV.	EX.DIV.
Market	Market	Market
72	72	72
14 14	16 12 16	16 12 16
42 42 43	47 92 97	47 92 97
16 16 14	42 42 41	42 42 41
102 102	104 104	107 107
12 12	12 12	12 12
25	25	25
62 12	62 12	62 12
24 2	24 2	24 2
12 5 65	14 14 14	14 14 14
28 28 5	29 29 21	29 29 21
101	14 14 14	14 14 14
24 23 22	40 42 42	40 42 42
16 17 16	40 40 40	40 40 40
96 96	47 54 43	47 54 43
84 9	16 12 16	16 12 16
26 74	17 51 11	17 51 11
196 95	Q5	Q5
24 25 24	ADC	ADC
102	DF	DF
110 $\frac{1}{2}$ 110 101	TR	TR
46 46 46	WY	WY
28 28 29	OP	OP
37 36	"	"
102 100 101		
28 98		
42 45 42		
67 67		
61 81 81		
16 $\frac{1}{2}$ 16 $\frac{1}{2}$		
28 98		
82 $\frac{1}{2}$ 84		

OKLAHOMA HAS BEEN UP ALL THE TIME

Wall street thrills today to the talk of steady rises in the market but as early as January 1 economic experts pointed to Oklahoma's continued prosperity. "Bright Spot" became the descriptive term for Oklahoma business.

The rest of the country is approaching normalcy. Oklahoma has been normal *all the time*. A wheat crop 20,000,000 bushels above the ten year average helped stretch out that prosperity. A \$210,000,000 oil industry has kept thousands at work without a let-down. Ideal weather conditions enabled stockmen to mark up extra profits in Oklahoma's \$89,925,000 livestock industry.

Business is good NOW in Oklahoma. A sure way to make your Oklahoma activities profitable is to pave your selling efforts with advertising in The Oklahoman and Times . . . the right spots within the Nation's bright spot.

**THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES**

OKLAHOMA CITY
Representative - The Katz Agency, Inc.

THE OKLAHOMA PUBLISHING CO.: WKY — THE FARMER-STOCKMAN — MISTLETOE EXPRESS — KVOR, Colorado Springs



Shaped TO FIT

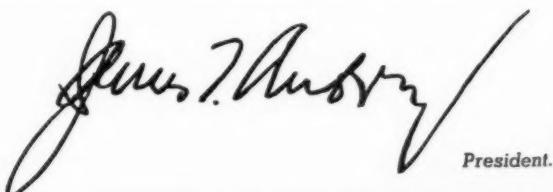
TOP-NOTCH business papers are shaped to fit the advertiser's needs.

High editorial standards have built keen reader interest, and where there is keen reader interest, good advertising will always find plenty of prospective customers.

Furthermore, the top-notch business papers do a fine job of selecting the readers for the advertiser, by professions and industries. Thus, the advertiser can concentrate on specific markets.

And thus it is possible to shape the copy appeal along specific lines to fit each industry and know you are talking to the reader in his own language.

Illustrated are advertisements from the current campaigns of six of our clients who believe that top-notch business papers are shaped to fit their needs by offering them the opportunity of talking directly to the specific prospect in his own language and in his own business papers.



James T. Aubrey /
President.

AUBREY, MOORE & WALLACE, INC.
Advertising CHICAGO

Courtesy Vassar Company

Good BUSINESS PAPERS
Build BETTER BUSINESS

Come to PROVIDENCE

and get your

money back

IT'S your money.
You'd better come and get it!

Workers in the Providence market benefit every time your wife spends a few dollars for a dress, and again when she selects the colorful accessories . . . Your new suit gives our payrolls a boost . . . We're richer for the new blankets thrifitly laid away in your cedar chest, and the rubber thingummy hanging on your bathroom closet door . . . Whatever you buy, Rhode Island-made tools and machinery have almost certainly been used in its manufacture. More purchases are making more jobs in Rhode Island.

So our folks have more money to spend — thanks to you, and others the world over.

HERE'S how you get your money back:

Because our family incomes are fourth highest among all states and our per capita purchases are 20.2% bigger than average, there's a fat slice of business available to you from little Rhody's annual 273 million dollar buying.

Because the market's so compact, with more valuable dealers, closely spaced, locally serviced, in America's most densely populated state, there's *NET PROFIT* for you in every dollar of rising sales.

And because your advertising in one medium reaches 3 out of 4 families in the state market — stimulating dealer effort as well as consumer acceptance — those sales can be boosted with maximum effect at a minimum of cost and lost motion.

Be sure the Providence-Rhode Island market is well up on your list for intensified selling, and an adequate supporting campaign in the

PROVIDENCE JOURNAL-BULLETIN

Dominating New England's Second Largest Market

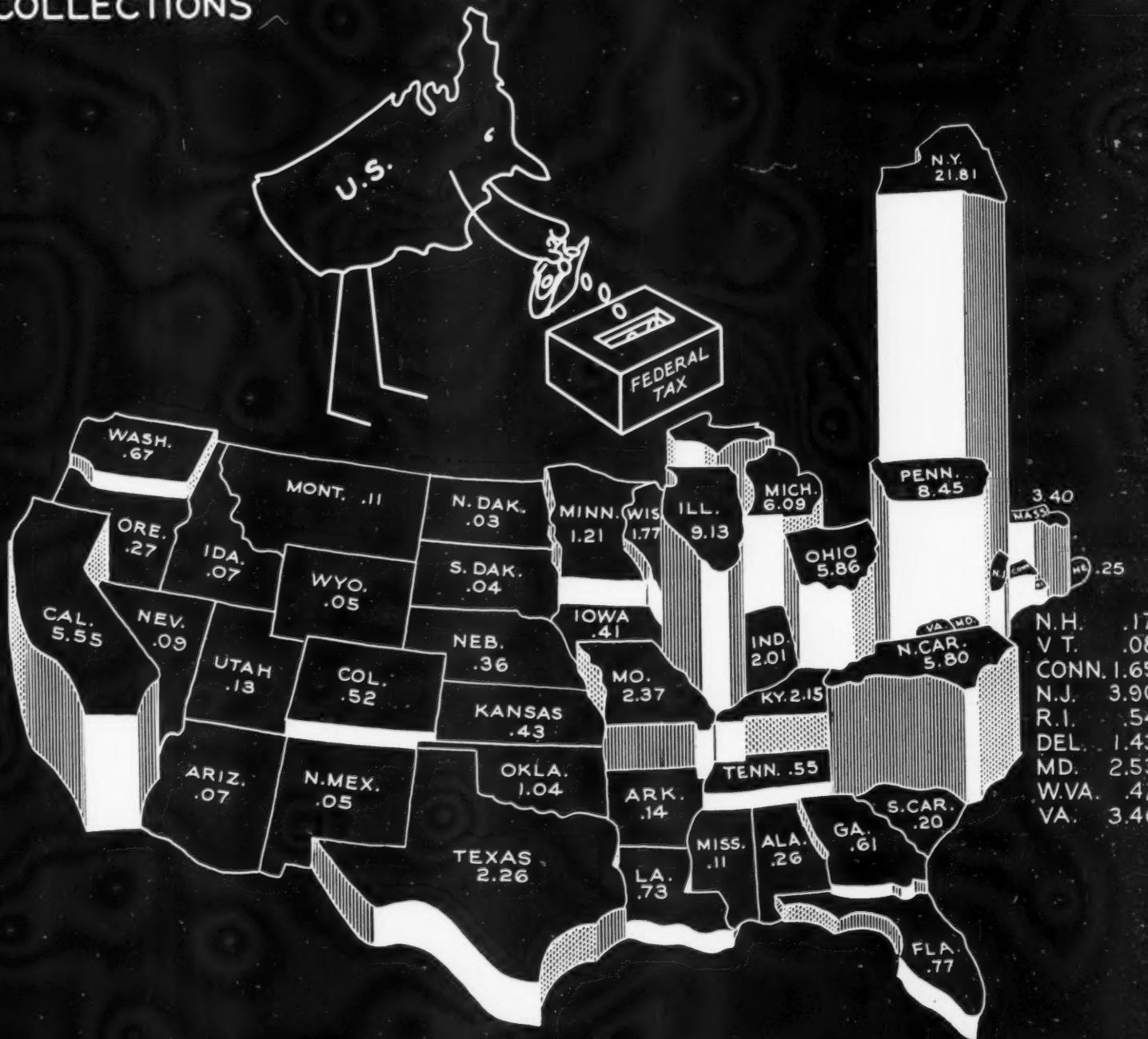
REP'S: Chas. H. Eddy Co., Inc., New York, Chicago, Boston, Atlanta
R. J. Bidwell Co., San Francisco, Los Angeles

Marketing

PICTOGRAPHS

Planned by Philip Salisbury,
Executive Editor, and designed
by The Chartmakers.

HOW THE UNITED STATES WOULD LOOK IF EACH STATE WERE
ON A LEVEL PROPORTIONATE TO 1937 FEDERAL TAX
COLLECTIONS



SOURCE: DEPARTMENT OF COMMERCE, JUNE 1938,
COMPILATION OF CORPORATION AND INDIVIDUAL
INCOME TAXES, MISC. INTERNAL REVENUE,
AGRICULTURAL ADJUSTMENT AND PAYROLL TAXES

PICTOGRAPH BY
Sales Management

WALKING IS TOO SLOW!



The Twentieth century is in a terrific hurry — whether we like it or not. Transportation, buying, selling, finance, amusements, politics, education—everything is conducted on a split-second basis. The momentum is so great that no individual, or group, can stop it. To survive one must keep pace.

Newspapers keep pace. To better serve the public's needs, daily newspapers employ every possible device to secure and transmit the news quickly and accurately. Newspapers don't walk! They run, fly, telephone, telegraph, wireless, cable, wirephoto—all so you may have the news almost as it happens!

Because only the Newspapers can furnish the news instantly, graphically and completely, everybody, who can read at all, reads the daily newspapers to adjust himself and his affairs. 42,000,000 copies are sold daily in the United States because

the alert man and woman cannot wait a week or month to know the events that may well alter the course of their lives.

This same interest is carried over into the advertising columns. People know that the merchandise displayed in the pages of their newspapers is just as fresh, just as vital as the news on the front page. Newspapers provide a *daily market guide*. *That's why newspapers are the greatest selling force in America.*

To the man with something to sell, The Detroit News provides the most powerful medium in the Detroit Trading Area—America's Fourth Market. The Detroit News is the dominant paper in this area. It is recognized locally and nationally as Detroit's Home Newspaper, with a city circulation 76% home-delivered! Total circulation weekdays 323,850; Sundays, 385,090.

The Detroit News

New York: I. A. KLEIN, INC.

THE HOME NEWSPAPER

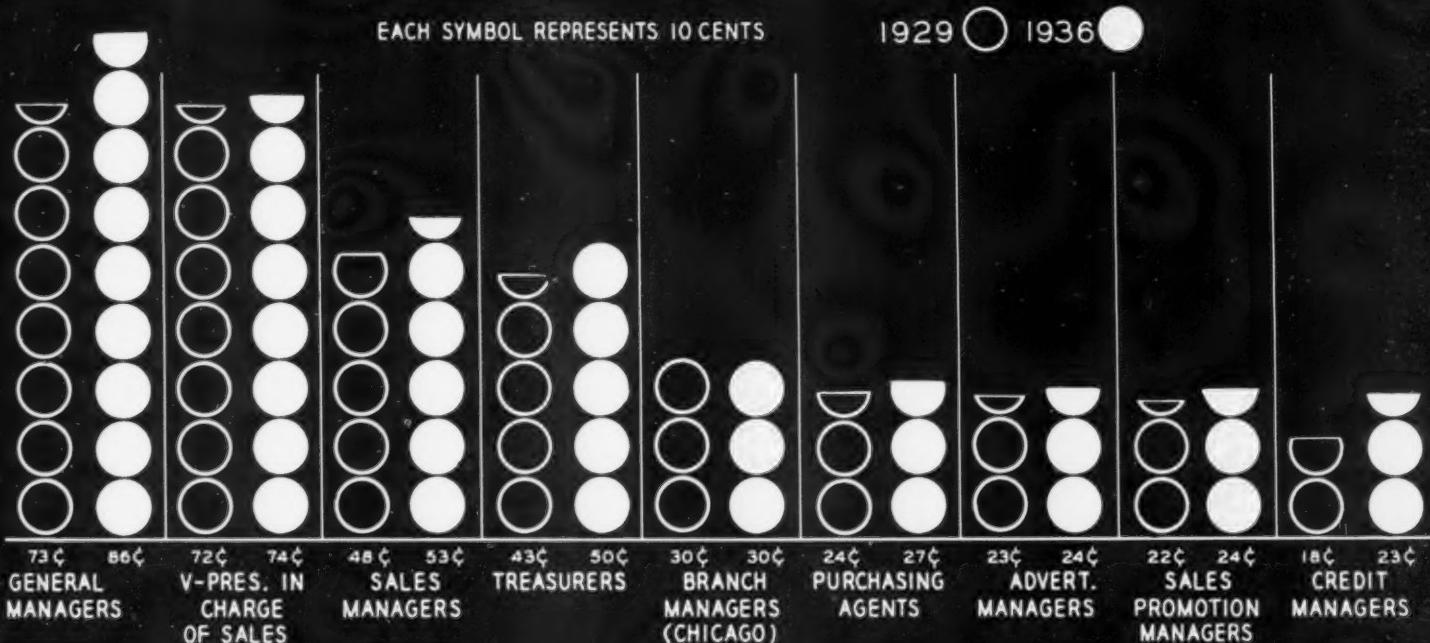
Chicago: J. E. LUTZ





EXECUTIVE SALARIES, 1929 AND 1936

THE AVERAGE NET DECLINE FROM '29 WAS 24%, WITH PRESIDENTS TAKING THE BIGGEST PERCENTAGE CUT. FOR EVERY DOLLAR PAID TO THE BIG BOSS, OTHERS RECEIVED:

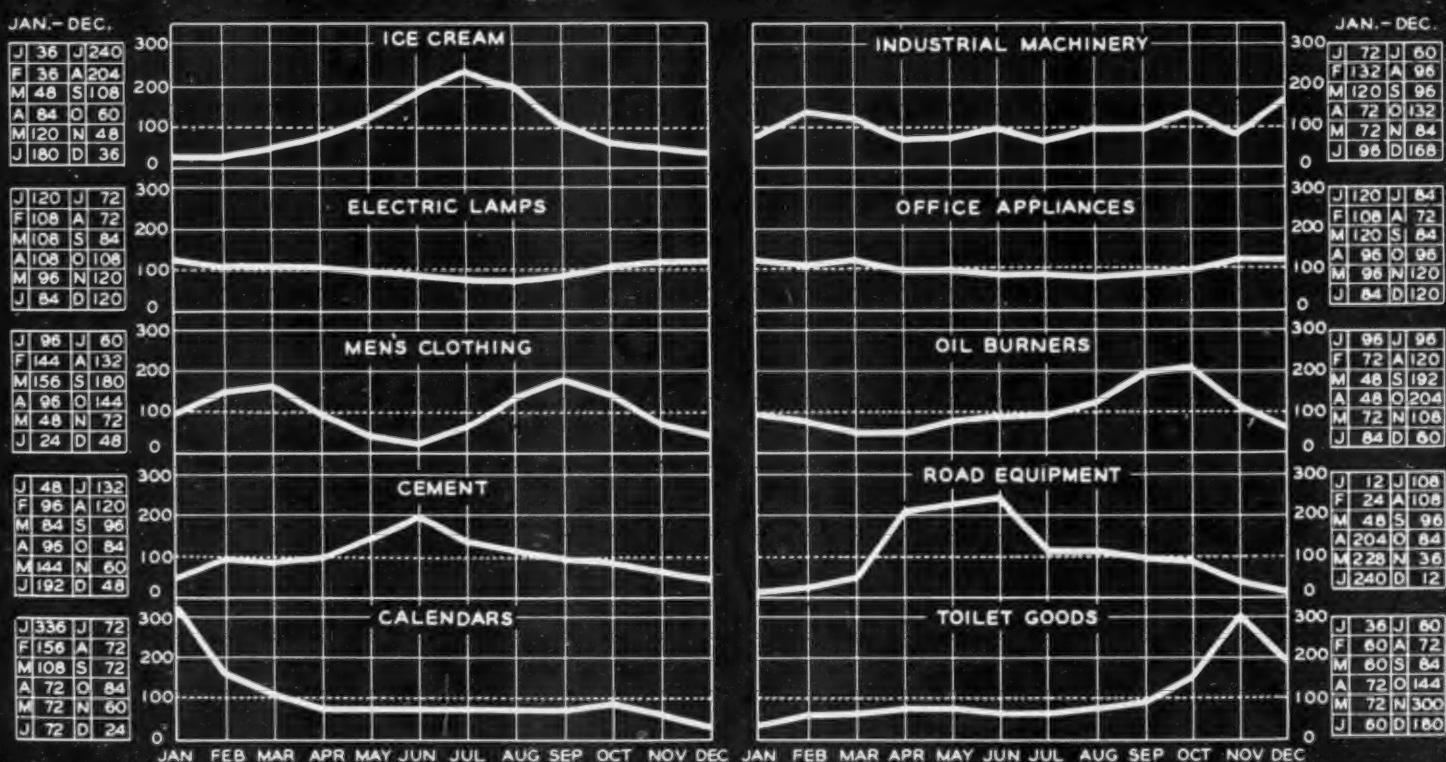


PICTOGRAPH BY
Sales Management

SOURCE: AMERICAN BUSINESS, THE DARTNELL CORPORATION,
"SALARY STANDARDS IN 250 LINES OF BUSINESS," 1937.

PEAK SEASONS IN SELECTED BUSINESSES

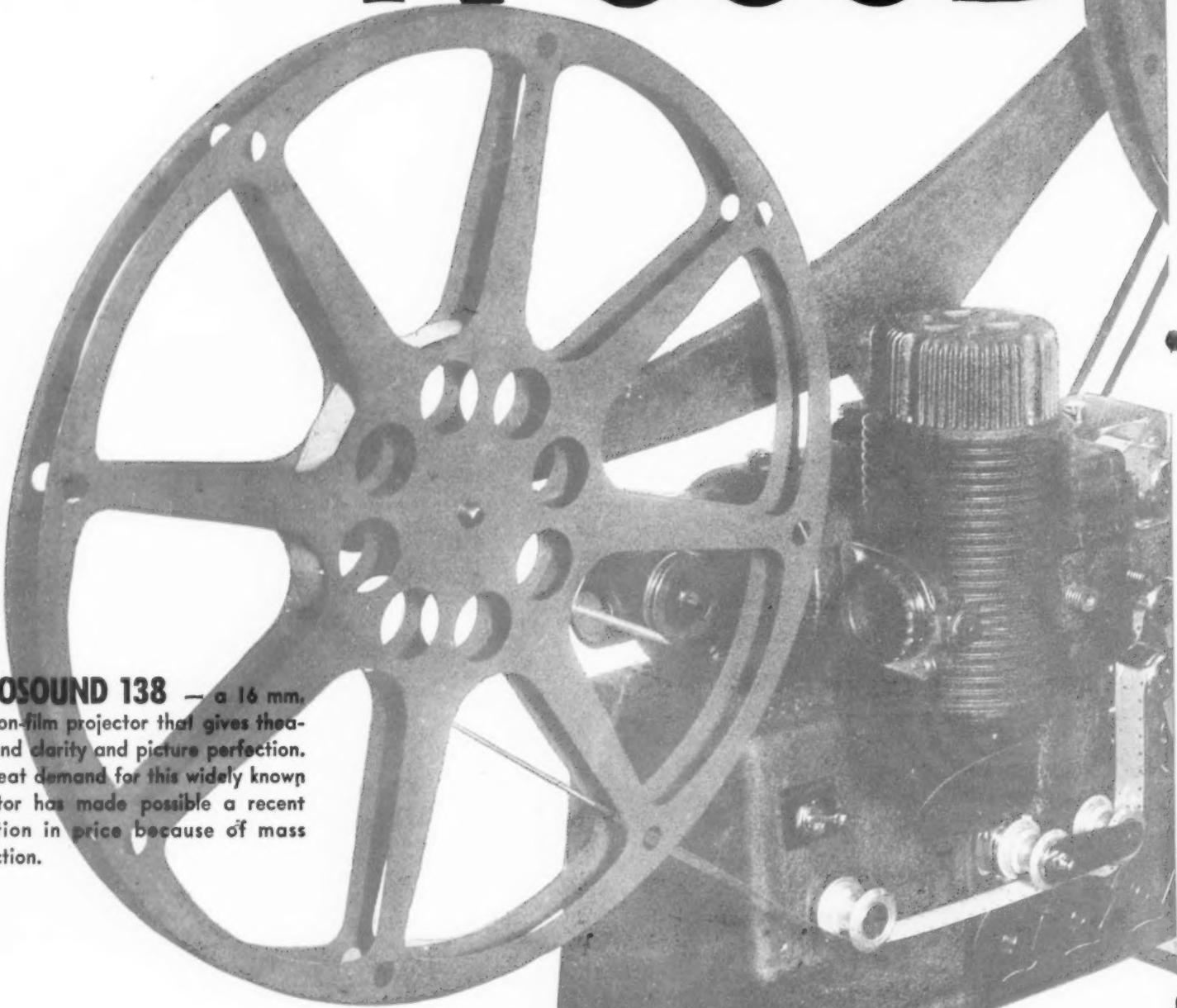
SALES OF MANUFACTURERS BY MONTHS, AVERAGED OVER SEVERAL YEARS; BASE, 100,
EQUALS YEARLY AVERAGE (8 1/3%)



PICTOGRAPH BY
Sales Management

SOURCE: DARTNELL CORPORATION

A GOOD PROD A GOOD



FILMOSOUND 138 — a 16 mm. sound-on-film projector that gives theatre sound clarity and picture perfection. The great demand for this widely known projector has made possible a recent reduction in price because of mass production.

Bell & Howell advertising is prepared by
Henri, Hurst & McDonald, Inc., Chicago

DUCT • MEDIUM

Bell & Howell Sales up since start of Campaign in Business Week

NINETEEN months ago the Bell & Howell Company began a campaign in Business Week to sell Filmo-sound motion picture projectors to executives. The copy has stressed the value of industrial movies in sales work — whereby "the company's best salesman, the president" can work with every man in the field.

"It is very evident", says E. A. Reeve, advertising manager of Bell & Howell, "that Business Week goes to the people we want to reach. The numerous inquiries we receive from responsible executives of well rated companies are conclusive.

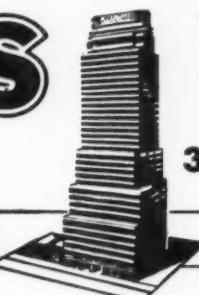
"Since we began advertising in Business Week our sales to industrial users have increased substantially. We have

also felt its influence on our own sales force and receive many voluntary letters of approval from producers of industrial films — who are strong recommending factors in the sale of our projectors."

Many advertisers, because of the nature of their products or their advertising copy, cannot and do not expect directly traceable inquiries and sales. But there are enough like Bell & Howell to give a very tangible picture of the effectiveness of advertising in Business Week and the buying influence of its executive audience.

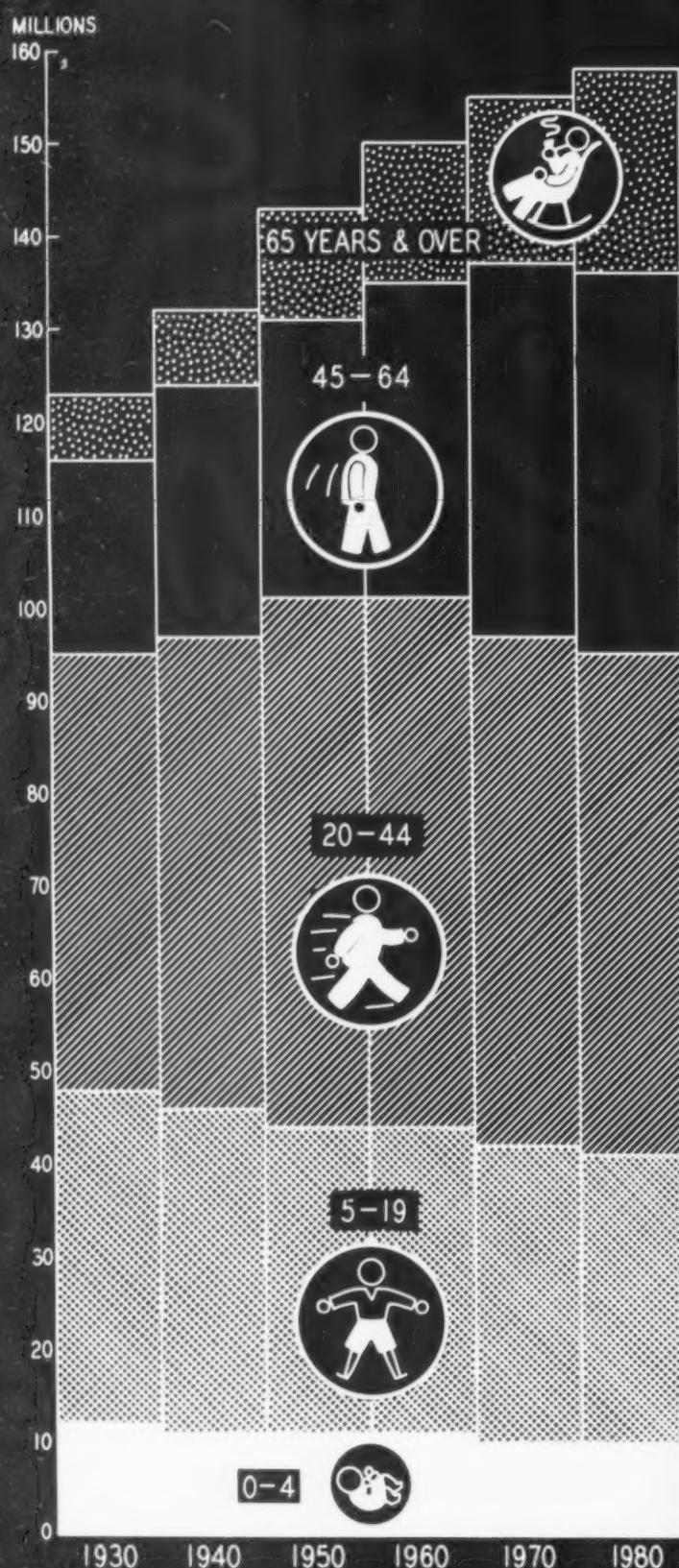
Regardless of business conditions, good advertising of a good product to the *right people in the right place* pays dividends.

For sales
ADVERTISE IN
BUSINESS WEEK
The Executives Business Paper
A McGRAW-HILL PUBLICATION



**FEWER BABIES, LONGER LIVES;
A NATION GROWING OLDER**

THE MIDDLE-AGED AND THE ELDERLY WILL BECOME MORE IMPORTANT TO MARKETERS AS THE YEARS GO BY. THE PROJECTED PICTURE, BASED ON CURRENT FERTILITY AND MORTALITY, AND NET IMMIGRATION OF 100,000 PEOPLE A YEAR, IS IN MILLIONS OF PEOPLE AND BY AGE GROUPS:

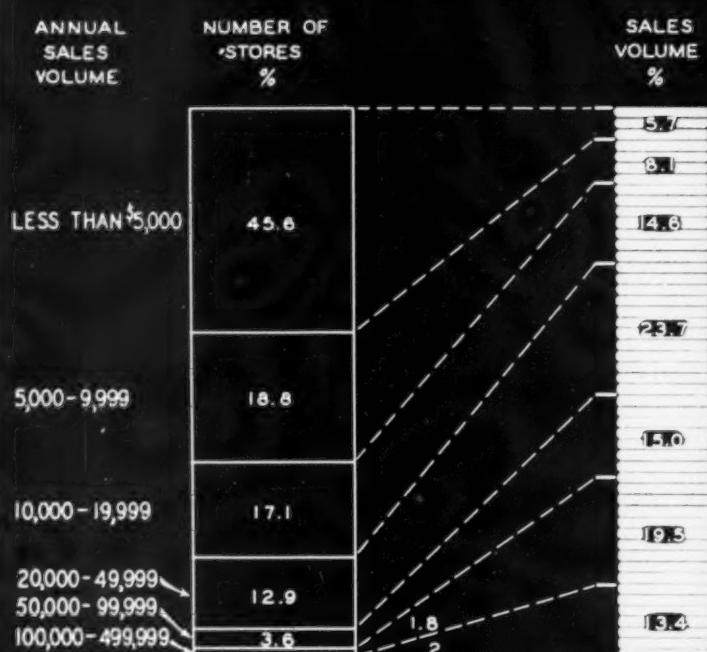


PICTOGRAPH BY
Sally Management

SOURCE: "THE PROBLEMS OF A CHANGING POPULATION," NATIONAL RESOURCES COMMITTEE, MAY, 1938

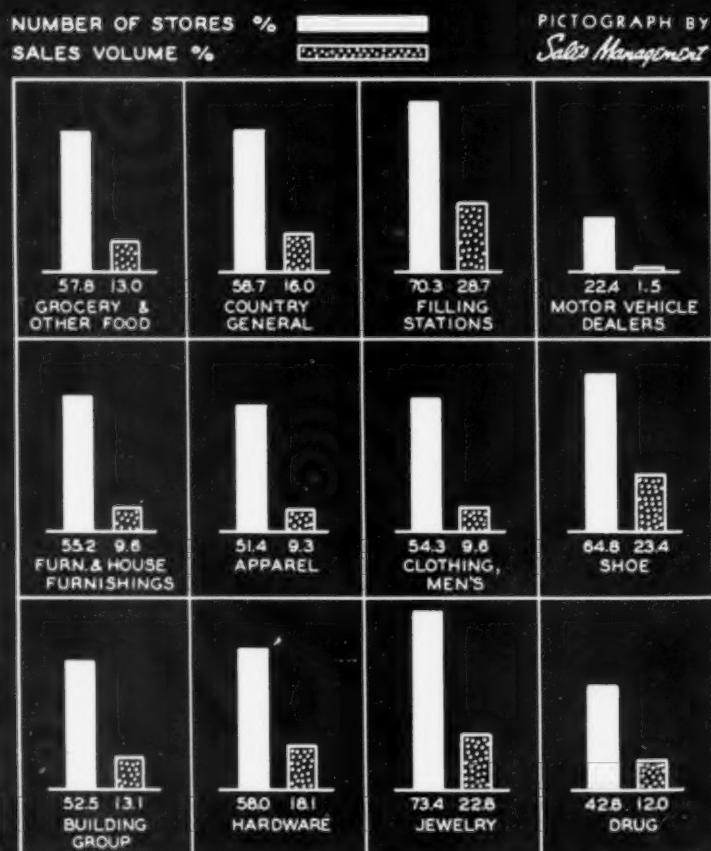
WHY SALES COSTS ARE HIGH

**STORES DOING LESS THAN \$10,000 A YEAR
MAKE UP 64% OF ALL STORES,
BUT DO ONLY 14% OF THE VOLUME**



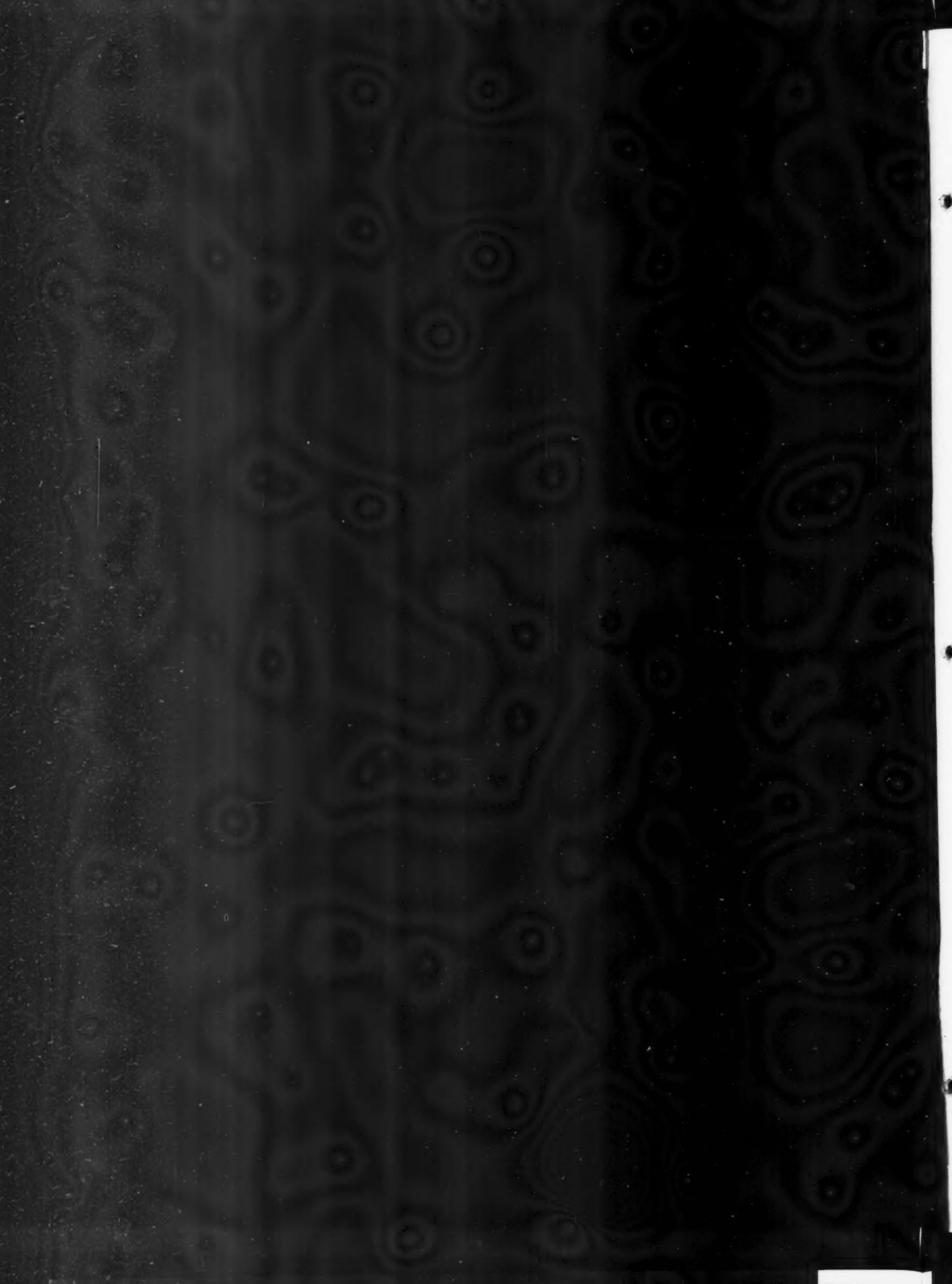
PICTOGRAPH BY
Sales Management
SOURCE: "SMALL SCALE RETAILING,"
DEPARTMENT OF COMMERCE, JULY, 1936

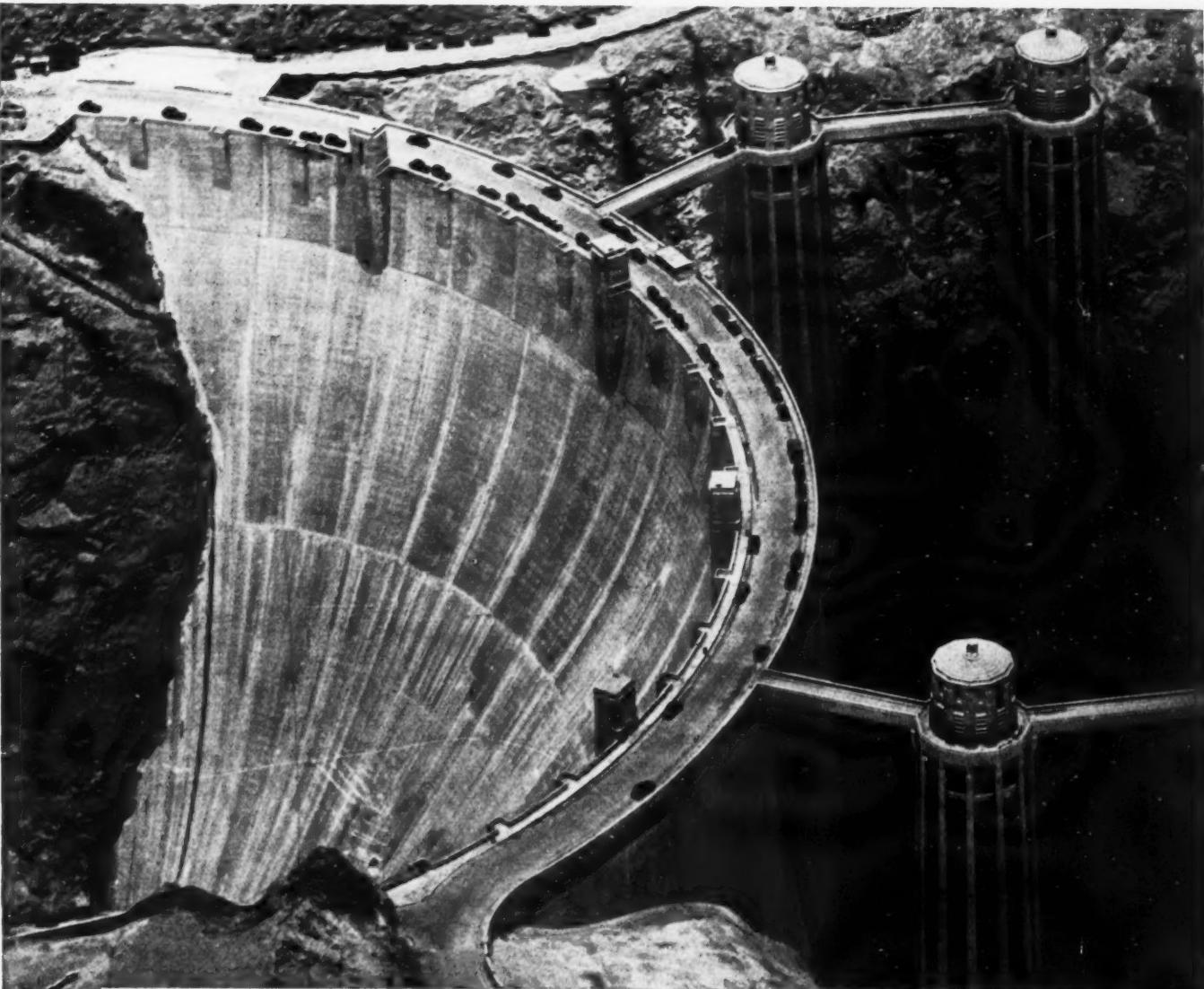
BY LINES OF BUSINESS
THE PICTURE OF THE SMALL RETAILER
(LESS THAN \$10,000) IS AS FOLLOWS:



SOURCE: "SMALL SCALE RETAILING,"
DEPARTMENT OF COMMERCE, JULY, 1938







ACCOMPLISHMENT

When President Coolidge signed the Boulder Dam bill for flood control, irrigation, power and domestic water, he handed the pen to the publisher of The Los Angeles Examiner. That was because The Examiner had been the most persevering, militant and courageous battler for this \$165,000,000 colossus of construction, now bringing greater growth and wealth to Southern California, making new and larger markets here for advertisers. The Examiner gets things done . . . for the territory it serves, and for those who serve its territory.

LOS ANGELES EXAMINER

Represented Nationally by

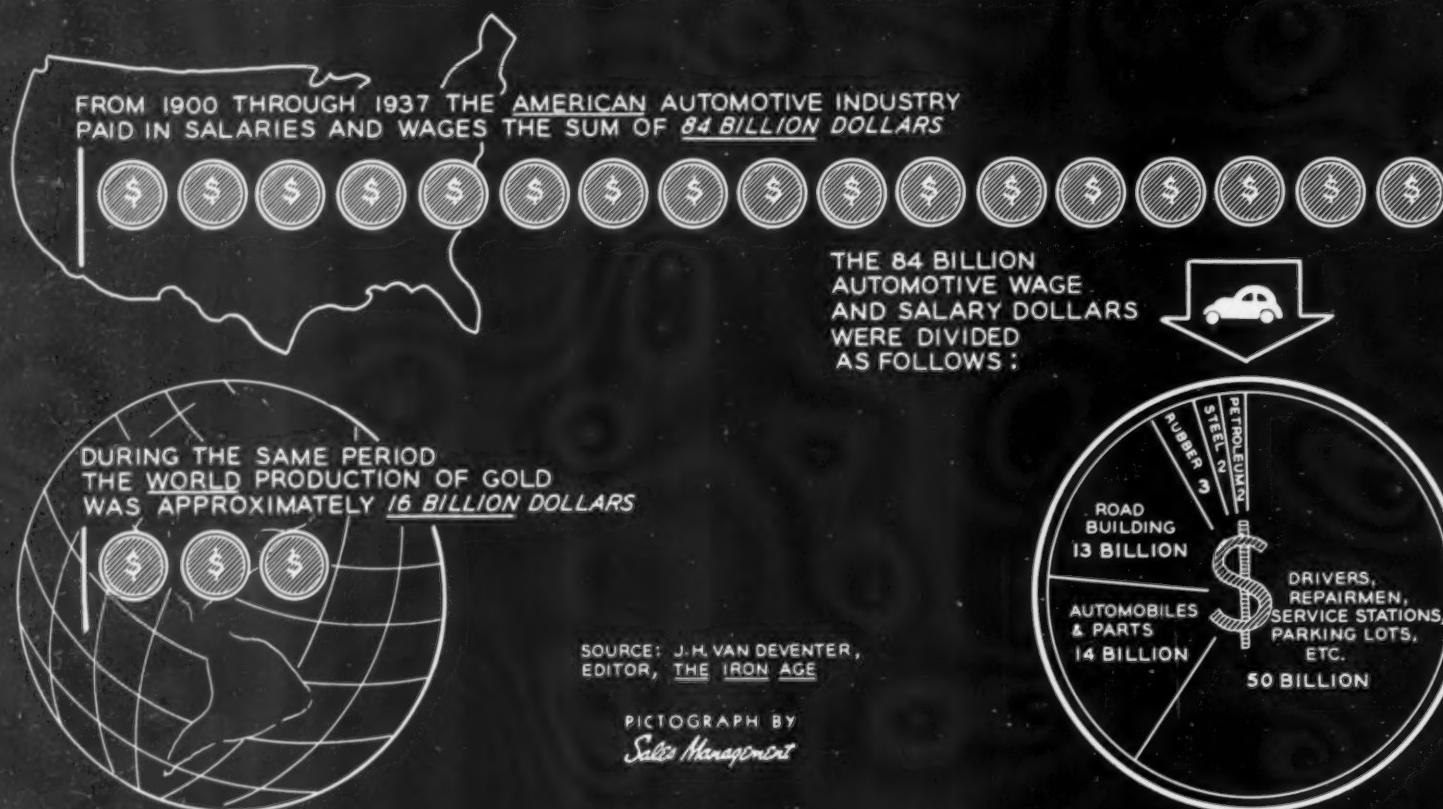
HEARST INTERNATIONAL ADVERTISING SERVICE

Rodney E. Boone, General Manager

No. 2 of a Series.

AUTOMOBILES CREATE MORE WEALTH THAN GOLD

NO WONDER THE COUNTRY WANTS A NEW INDUSTRY WHICH WILL ADD TO EMPLOYMENT AS THE AUTOMOBILE INDUSTRY HAS! THIS IS THE MOTOR CAR'S RECORD:



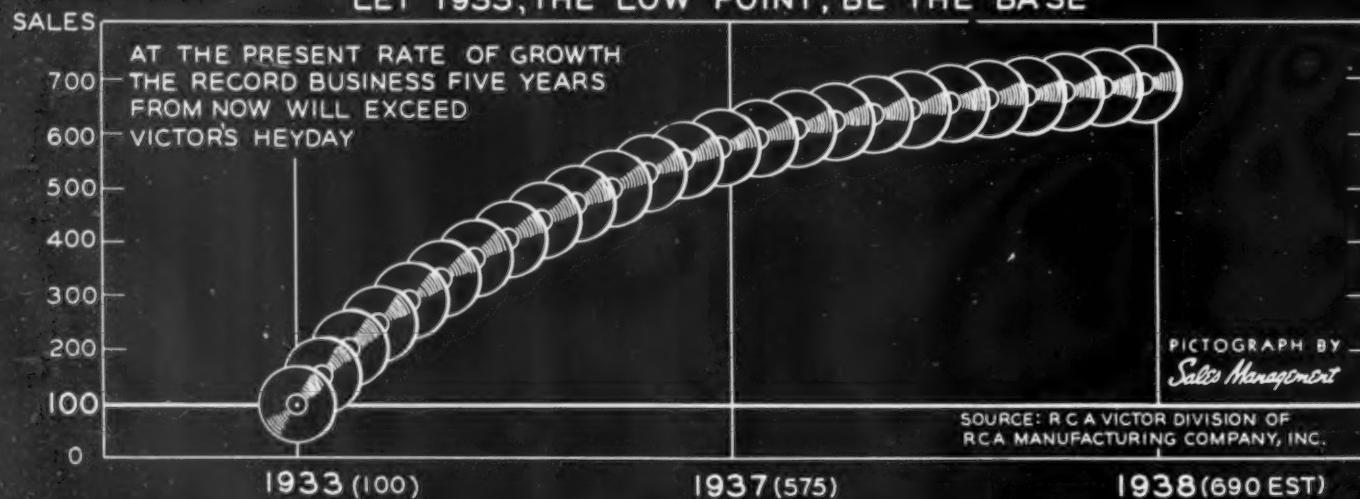
A COMEBACK FROM VALHALLA

IT WAS GENERALLY BELIEVED THAT THE RADIO HAD KILLED THE PHONOGRAPH-

BUT - THE RECORD BUSINESS DEFINITELY IS COMING BACK



LET 1933, THE LOW POINT, BE THE BASE





23

Some Comments on the Pictographs in This Issue

Marketing Pictographs are one year old today.

SM editors hope that the lead-off Pictograph will be of interest to readers both because of the subject matter and the highly unusual technical feat achieved by the Chartmakers. They consider it their best contribution to SALES MANAGEMENT to date.

Executive Salaries: Sales managers haven't done badly by themselves in the period since the 1929 boom. While actual earnings are slightly less, they have gained more rapidly in relation to the "take" of the big boss than any other executive, except the treasurer and the general manager.

Peak Seasons in Selected Businesses: Monthly breakdowns similar to those for these ten industries are available for a large number of others and will be developed in pictograph form if readers are sufficiently interested in them to make their wishes known.

Fewer Babies, Longer Lives: As the birth rate goes down and longevity increases some industries will benefit while others start to slide. Looking ahead a few years, it would seem that the most favored industries will be those catering to people's employment of leisure time—travel, amusement, sports, etc.—and the comforts enjoyed by the middle-aged and the elderly.

Marketing executives whose products are sold through retail stores should write to the Department of Commerce and secure a copy of the pamphlet "Small-Scale Retailing" from which the information in the Pictographs *Why Selling Costs Are High* and *A Picture of the Small Retailer*, by *Lines of Business* was taken. It contains valuable information which may be used in building discount policies which meet the spirit and the letter of the Robinson-Patman Law.

Automobiles Create More Wealth Than Gold: J. H. Van Deventer, editor of *Iron Age*, developed a striking proof of the motor car's contribution to the national economy when he compared the salaries and wages created by the automotive industry in this country with the world production of gold during the same period . . . *A Comeback from Valhalla:* Many people have known, but vaguely, that the phonograph business was having a comeback, but no comparative figures were available prior to RCA Victor's release to SALES MANAGEMENT of the 1933-37-38 ratio of sales.

This is the **REAL** **TROY**

The REAL TROY is a metropolitan center of 119,324 consumers!

Embraced by the 3½-mile Troy A.B.C. City Zone radius are five communities:

Troy (where wage agreements in brush and textile plants have just added thousands of dollars more to workers' incomes), Watervliet (where the United States Arsenal is abustle again as the nation's rearmament program advances), Green Island (where the Ford Motor Co. has recently added a new department), Cohoes (where several new industrial concerns have lately moved in), and Waterford (where the Barge Canal really begins).

The REAL TROY has the size that makes it an important market. Its retail sales are in excess of \$38,896,000 annually.

The REAL TROY is definitely an outstanding buy for the advertiser. One medium, The Record Newspapers—the city's sole dailies—gives blanket coverage at only 12¢ a line. That makes Troy New York State's lowest cost major market!



TROY
Population 72,763



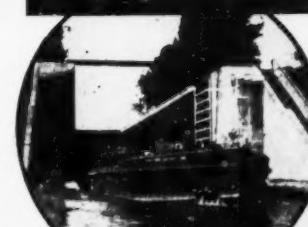
WATERVLIET
Population 16,083



GREEN ISLAND
Population 4,331



COHOES
Population 23,226



WATERFORD
Population 2,921



J. A. VIGER,
Advertising Manager

SM Monthly Index of State Effective Buying Income

The April 10 Survey of Buying Power is carried forward to the present, and hereafter at monthly intervals current income figures will be presented for all states.

AS OF this current month only one major point can be advanced against the SALES MANAGEMENT April 10 Survey of Buying Power.

That point might be expressed in these words: "Yes, that is probably an approximately correct picture of income for the year 1937, but now we are more than half-way through the recession year of 1938. Income has fallen, but it has fallen more in some states than in others. So?"

It is a fair question. Income is not constant, but rather is a dynamic condition both for the nation or a particular locality. The situation today is more confusing than in most years because of the extraordinary nose dive starting last Summer and the abrupt recovery which is now going on. Many of the other valuable columns in the Survey of Buying Power remain relatively constant for a year.

15.5% Loss in '38, First Half

For several years SM editors have felt the need for periodic supplements to its annual income figures but could not find the magic key to unlock the puzzle of making such an adjustment monthly by states.

Now the key has been found.

Starting with this issue SALES MANAGEMENT will publish monthly effective buying income figures for the most recent month and for the year to date. Half-yearly figures are published herewith. During the January-June period national income was 15.5% below the comparable 1937 period and if the same level should be maintained for the full 12 months the national income will approximate \$60,000,000,000 or slightly under

both the 1934 SM estimate of \$61,400,000,000 and the 1935 estimate of \$62,900,000,000. However, present signs indicate a better second than first half.

Most observers feel that the month of June marked the bottom of the late recession. Income that month dropped to 81.2% of the comparable 1937 month, but a number of states improved their position. Percentage declines in June were less than in May in the following states: Rhode Island, Ohio, South Dakota, Florida, Georgia, South Carolina, Virginia, Arkansas, Oklahoma, Colorado, Idaho, Montana, Nevada, New Mexico.

Experts O.K. Method

A smaller number of states made a better showing for the month of June than for the January-June period. These were: Nebraska, North Dakota, Florida, Georgia, South Carolina, Oklahoma, Idaho and New Mexico.

In the course of experimenting with income figures over a period of several years the editors found that no single process or factor would give satisfactory results. True, it could be done reasonably well on a national basis, for there is an abundance of material available for the nation as a whole, but surprisingly few monthly data which can be broken down by states.

However, the experiments on a national basis revealed certain combinations of data which had a definite relationship to the nation's effective buying income as shown in SM's annual Survey of Buying Power. The exact degree of the relationship of a series of factors which include industrial payrolls, non-industrial payrolls, agricultural income, rents, interest, dividends and entrepreneurial withdrawals, was developed by the tedious process of mathematical correlation.

Early in the year two of the editors took their formula and tentative figures to Washington for the double purpose of getting the opinion of economic, financial and statistical experts, and of ascertaining what necessary factors could be obtained monthly and within a reasonable time.

The trip was successful; leading governmental authorities on income put their unofficial OK's on the method. Four of the most important

factors could be secured monthly from Washington or reliable private sources. Two others were available only on a quarterly basis, but represent only a fractional share of total income, and are relatively constant.

Upon returning from Washington Ray Prescott and staff commenced the real task of correlation, and perfecting the method so that it would apply to each state. This involved a study of the proportionment of income factors in the various states. In one state the agricultural cash income exceeds factory payrolls; in the next state the order is reversed. The variance runs all the way from a 10 to 1 ratio for payrolls in some industrial states to a slight balance favoring agriculture in a few. In "A" state interest and dividends are important; in "B" state they are not. In "X" entrepreneurial withdrawals are a big factor; in "Y" they are trivial.

A Yardstick for Planning

The final comparison between the new monthly state index figures on an annual basis introduced herewith, and the annual Survey of Buying Power state income figures has a correlation of 98.8. Monthly figures are now complete for all of 1937 and through June, 1938, and in each first-of-the-month issue SM will present, by states:

1. Percentage income figure for the most recent month. This figure refers to the same 1937 month.

2. Cumulative 1938 percentage income figure (to the beginning of the second preceding month). As an example: The figure 90.1 in this third column would mean that if the year ends at the same level as has prevailed for the year to date, the state's income will be 90.1% of the 1937 total.

3. Effective buying income per family for 1938, based on year to date. This figure is obtained by multiplying the percentage figure for the year to date by the 1937 family income figure as given in the April 10 Survey of Buying Power.

4. Population in thousands of families.

The state figures, as published herewith, provide a workable yardstick for both current and long-term planning. The information is both quantitative

and qualitative, and reflects both current and future buying prospects.

The figures show how each state stands currently and for the year to date as compared with its own similar 1937 period, and how one state compares with another or the nation. For example, assume that here are two adjoining states:

	State "X"	State "Y"
1938 Most Recent Month	89.1	81.3
1938 Year to Date.....	91.6	81.6
Per Family Income.....	\$2,400	\$2,440
Families	400,000	500,000

Jumpers-to-conclusions will probably pick "X" as the best and most responsive market because its percentage figure is 10 points higher. But that's only part of the story.

Look at All Factors

If incomes for the year to date are within 91.6% of the 1937 level in "X," and only 81.6% in "Y," it doesn't follow that quotas in "Y" should be 10% lower than in "X."

The "X" state family income of \$2,400, multiplied by the number of families, indicates a possible total annual income of \$960,000,000.

The same formula applied to "Y" state results in a possible total annual income of \$1,220,000,000.

There is still more money to spend in "Y" (and more per family) than in "X," even though business is operating at a lower level. Sales volume should be greater, quotas higher.

A study of the state figures will show many instances of states with percentage declines worse than the national average but whose per family income is nevertheless far above other states with a small percentage decline.

The editors believe—but do not guarantee!—that if the state percentage figures are applied against the county or city figures as published in SM's Survey of Buying Power the results will be reasonably accurate; at least sufficiently accurate for monthly planning of sales and advertising campaigns. There will be exceptions, of course, where the income rate of a city or county will run counter to the trend of the state, but these will be just what they are called: *Exceptions*.

NOTE: The editors of SALES MANAGEMENT are deeply grateful to Dr. Robert Martin, of the National Industrial Conference Board; Robert Nathan, chief of National Income Section, Department of Commerce, Lewis E. Talbert, chief statistician, Bureau of Labor Statistics, Department of Labor, and C. M. Purvis, Bureau of Agricultural Economics, Department of Agriculture, for supplying needed data and for making helpful suggestions. However, the responsibility for the final figures—and any blame or credit resulting therefrom—rests squarely on SM's corporate shoulders.

1938 Effective Buying Income

STATE	Monthly Income Ratio June, 1938 % of June, 1937	Year-to-date Income Ratio January-June as % of same 1937 period	Effective Buying Income Per Family Current Annual Basis	Families (in thousands)
Connecticut.....	71.0	75.2	\$2,376	388.7
Maine.....	75.9	76.9	1,785	197.8
Massachusetts.....	77.8	81.2	2,508	1,021.2
New Hampshire.....	74.7	79.5	1,891	119.3
Rhode Island.....	81.8	83.0	2,458	165.3
Vermont.....	81.6	83.3	2,056	89.2
New England.....	76.3	79.5	\$2,340	1,981.5
New Jersey.....	83.4	87.2	\$2,496	985.7
New York.....	81.8	85.5	2,908	3,153.1
Pennsylvania.....	73.8	78.2	2,113	2,235.6
Middle Atlantic.....	79.4	83.4	\$2,582	6,374.4
Illinois.....	79.7	85.1	\$2,149	1,929.4
Indiana.....	71.9	74.5	1,544	843.1
Michigan.....	60.7	65.6	1,898	1,180.6
Ohio.....	73.0	74.0	1,894	1,697.9
Wisconsin.....	81.5	85.8	2,157	711.8
East North Central.....	73.7	77.4	\$1,989	6,362.8
Iowa.....	86.8	94.8	\$1,973	635.7
Kansas.....	78.8	90.6	1,745	487.2
Minnesota.....	89.6	93.6	2,378	608.5
Missouri.....	86.7	89.3	1,882	939.5
Nebraska.....	90.8	90.2	1,598	343.0
North Dakota.....	96.0	95.6	1,867	145.0
South Dakota.....	98.0	103.9	1,635	161.0
West North Central.....	88.9	92.4	\$1,906	3,317.9
Delaware.....	75.2	84.9	\$2,306	59.1
District of Columbia.....	99.0	100.5	3,805	125.6
Florida.....	90.2	89.0	1,808	376.4
Georgia.....	85.2	81.6	1,231	652.8
Maryland.....	80.7	86.5	2,275	385.2
North Carolina.....	81.1	85.9	1,327	644.0
South Carolina.....	85.0	82.0	1,084	365.7
Virginia.....	86.4	87.4	1,532	529.1
West Virginia.....	70.6	75.9	1,357	373.9
South Atlantic.....	84.7	85.9	\$1,581	3,511.8
Alabama.....	78.4	82.8	\$ 927	591.6
Kentucky.....	78.6	84.7	1,212	609.4
Mississippi.....	83.9	86.3	683	471.7
Tennessee.....	81.2	85.9	1,374	600.6
East South Central.....	80.0	84.8	\$1,066	2,273.3
Arkansas.....	87.2	89.9	\$1,041	438.6
Louisiana.....	89.7	93.4	1,357	485.4
Oklahoma.....	95.9	94.2	1,654	564.2
Texas.....	95.9	98.5	2,138	1,380.1
West South Central.....	94.1	96.0	\$1,740	2,868.3
Arizona.....	77.4	86.4	\$2,024	106.0
Colorado.....	81.5	84.0	1,804	267.3
Idaho.....	81.8	81.6	2,000	108.1
Montana.....	79.1	80.7	2,011	136.2
Nevada.....	89.0	93.2	2,709	25.5
New Mexico.....	89.7	87.1	1,578	98.5
Utah.....	83.4	88.4	2,092	115.9
Wyoming.....	90.2	90.7	2,530	56.9
Mountain.....	83.0	85.5	\$1,977	914.4
California.....	89.2	90.8	\$2,627	1,610.1
Oregon.....	84.2	89.0	2,149	266.3
Washington.....	80.5	86.2	2,264	423.8
Pacific.....	87.4	89.9	\$2,496	2,300.2
U. S. A.	81.2	84.5	\$2,021	29,904.6

SCRATCH PAD

It seemed to me that the lightning-bugs were bigger and more numerous this Summer. Wonder why National Carbon's publicity department doesn't promote the idea of calling them "flashlight-bugs"? Think of the free advertising these winged flashers would bring, not to mention their insects-appeal.

* * *

The Summer also gave us plenty of rainfall. When Lowell Thomas told about Waterbury (Conn.) being buried under water, I mused, with another writer whose name escapes me, "What's in a name?"

* * *

Policeman having a Coca-Cola: "Copper's coke."

* * *

The Standard Dictionary defines "fact" as "any statement strictly true." Then the Philadelphia *Inquirer* comes along with a promotional page headed: "Here are the true facts." What are the *false* facts, Mr. Annenberg?

* * *

W. H. Carey, ad mgr. of *Fortune*, sends me his broadside entitled: "So 1938 is a bad year, hey?" (You can guess from that, that another advertiser has been Fortunate.) I like the new slogan: "If it's in *Fortune*, it's important."

* * *

For the record: Philadelphia has an advertising plumber named Henry Ford. Imagine phoning Henry Ford that the bathtub is running over! And having him run over to fix it!

* * *

Item on menu-card: "KYW Red Network Cocktail, 25¢." Four of them will turn you into a loud speaker, I suppose.

* * *

Bob Barr imagines Fanny saying that a chair-cushion has to take it.

* * *

Hump Bourne reports a coffee-flavored chewing-gum and wants to know: "How about another cud of coffee?"

* * *

I like the looks of the Shavemaster. It ought to be pretty comfortable under a fellow's chin. But I already have a Schick. Some day, when I am

in funds, I'm going to own a second electric shaver for touch-up work at the office. Wonder why Gillette doesn't break out with an electric at five bucks?

* * *

Not the least of an executive's troubles is the stubborn man, the fellow with the single-track mind without benefit of sidings and switches.

* * *

Why do we call it Labor Day when it's the one day of the year nobody labors who can get out of it?

* * *

And then there was the chef who put all his beef in one brisket.

* * *

Beau Beals phones to say he likes Erlanger's Beer billboard: "Thirst come—thirst served." I've been guilty of those myself: "Thirst choice," "Safety thirst." Once I even lifted a line of the late H. C. Witwer's: "A word to the wives." That has been perennially popular, too.

* * *

"And I do mean hue," says Spiral Binding in the modern tempo.

* * *

The telephone company never abbreviates the word "telephone" and seldom shortens the word "teletypewriter." Notwithstanding, I offer a slogan that will do a world of good, once it has caught on: "Phone First."

* * *

Les Allman, director of public relations of the Fruehauf Trailer Co., tells me things in his line are improving quite substantially. His line, by the way, is making leaders out of trailers.

* * *

Anacin resorts to simple symbolism in the car-cards. A gal is holding her forehead, which is surrounded by a red halo in the form of a buzz-saw on which is lettered: "Headache." No dullard can muff that one.

* * *

Add similes: No more property rights than the owner of a box of matches.

* * *

Since magazines insist on carrying the publication name throughout the book, I wish they would run it at the bottom of the page instead of at the top where it fights with the adver-

tiser's headline. We would then avoid such curious effects as I have just found in a 1927 scrap-book: "*Ladies' Home Journal* Mock Turtle Soup."

* * *

Some day soon, I must get me a big slab of honeycomb, oozing with amber nectar. It's been years since I divided that sweet, soggy mass with a fork and let Nature's saccharin ecstasy trickle slowly over my tonsils.

* * *

Title for song: "She Two-Timed Him at Tea-Time."

* * *

Speaking of soup—one good tureen deserves another.

* * *

Another headline in the modern tempo, in September *McCall's*: "Punch and beauty with a Woodbury's facial cocktail."

* * *

I see a product advertised as "Mouseseed." It reminds me of an old and favorite gag. A woman on the telephone is complaining to a friend that her cellar is being overrun with rats. The friend tells her to give the rats Ratbiskit. "Ratbiskit," repeats the party of the first part, "they'll eat what we have or the hell with them!"

* * *

Frank Brown, v.-p. of Rochester's Bastian Bros., says: "Then there was the case of the San Francisco manufacturers' agent who, for economic reasons coincident with bad business, was forced to send his secretary out to do the leg-work." I see what he means—the hitch-hiking technique of Claudette Colbert in *It Happened One Night*.

* * *

Phil Schwartz reports Alemite's clever sign-off: "This is Horace Heidt saying 'good-night' and, until next Sunday at this same time, I'll NBCing you."

* * *

California has a parking lot for babies whose mothers are shopping. It's called "Park-A-Tot."

* * *

Not the world's cleverest play-on-words, Mr. McEvoy, but it fits your subject, Walter Winchell: "He Snoops to Conquer."

* * *

The Philadelphia *Bulletin* feels that making suitcases lighter takes the lug out of luggage. A sound observation, as any Red Cap will agree.

* * *

Nutty notion on a hot afternoon: "Try our divine Krum Elbow Pie. Have a piece—it's wonderful!"

* * *

Copy-cub version: "The customer is always trite." T. HARRY THOMPSON

WHO SAID:

"NEVER LOOK A GIFT HORSE IN THE MOUTH"?



That's the bunk. We invite it.

The Family Circle is a Gift Horse—published weekly and distributed gratis to 1,435,000 housewives who get it in grocery stores where they have gone to *make purchases*. (And remember, *it is the woman who pays*—the bills, and counts out the cash.)

And what is this advertiser discovering? That here is one gift horse with plenty of teeth and plenty of bite. And if he will have the patience to investigate further, he will learn that this six-year-old thoroughbred has cut its wisdom teeth—the hard way. By taking the customer for a literary joy ride every week, and finding out what pace suits her best.

It's just a simple case of reading, riding, and rhythmic: The Family Circle's editorial content jogs Mrs. Housewife easily from advertisement to advertisement—her buying habits are influenced, pleasantly—and the budget arithmetic proves that the influence was honest and helpful.

If there is an advertiser in the house, we invite him to take a good, close look at this gift horse. And if he will feed the steed a little of his advertising sugar, the nag will really go to town for him!

THE FAMILY CIRCLE MAGAZINE

The Family Circle, Inc., Raymond-Commerce Building, Newark, N. J. • Represented
by The Family Circle Magazine, Inc. • New York • Chicago • San Francisco

Designing to Sell

1. Finger Free: Merry Hull, New York industrial designer, displays her "Finger Free" gloves—the first revolutionary change in glove construction in 104 years." Finger-tips, she explains, are U-turned, yet all previous glove fingers end in V-points. Likewise the wall of the palm continuing the little finger has definite thickness, but gloves come to a hard edge there. Her U-pointed gloves have walls which allow the hands and fingers full freedom. Made for men and women by Daniel Hays, Gloversville, N. Y., they went on sale this week. Trade papers and such magazines as *Vogue*, *Harper's Bazaar*, *Esquire*, are to be used.

2. Autodex: Finding a phone number is easy with the Zephyr Autodex, by Autopoint Co., Chicago. Move the arrow to the initial letters wanted, press the button and, zingo!—there it is. A looseleaf index has two pages for each letter, and advertising messages can be printed on the back of each page. The Bakelite molded case, available in four colors, is by Accurate Molding Co.

3. Baby's Bottle: Miller Rubber Co., affiliate of B. F. Goodrich Co., Akron, announces four new hot water bottles for babies. Two in the shape of a bear and a puppy are blue, for boys. A kitten and a rabbit are pink, for girls. All have a one-pint capacity.

2

3



4. Telephone by Sonotone: Long a leader in aids for the hard of hearing, Sonotone Corp., Elmsford, N. Y., now enters the field of office inter-communicating systems. Its units are capable of connecting from two to 200 or more points. Some models have loudspeakers by which an executive can speak to any other office by pressing a key and talking in a normal tone across his desk. Others have handset phones. Unanswered calls are recorded by the flipping-up of a key bearing the name of the person making the call. The key goes down automatically upon completion of the call.

5. Stix: Blue Ribbon Pretzel Co., Brooklyn, presents the first ten-cent package of Cocktail Stix. Super-markets will handle the pretzel sticks. Robert Gair Co., New York, is responsible for the window-style package.



6. Geography Made Easy: Youngsters who play on Armstrong Linoleum's "map rug" should have no trouble naming state capitols and chief products. Its border is a panorama of the development of transportation.

7. Good Mixer: A. C. Gilbert Co., New Haven, introduces this first all-plastic kitchen food mixer. Made of Durez in either blue, gray, or maroon, its supporting arm and base are either chromium or baked enamel. Two opaque white mixing bowls and a juice extractor bowl are standard equipment. It is "the only mixer with a third power outlet for appliance attachments built in." Robert Heller, New York, directed its designing.



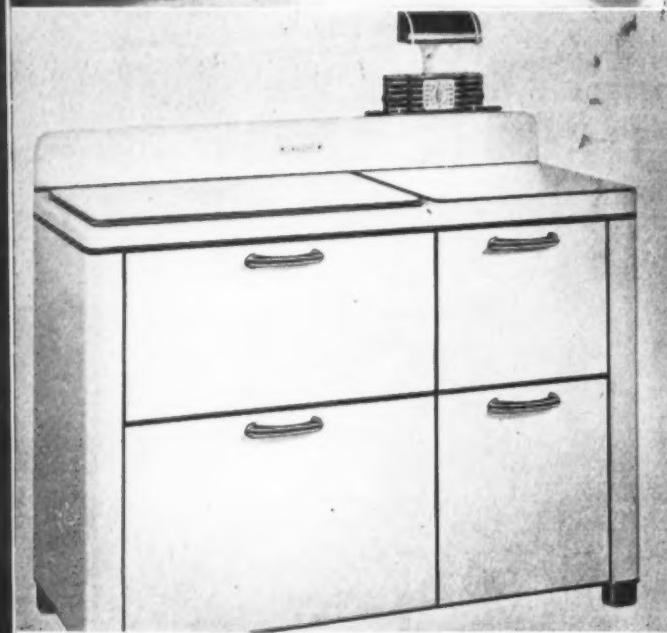
In **CLEVELAND -**
NATIONAL ADVERTISERS

-recognize the finest Outdoor Service
in the country . . . where a Poster
Advertising Display costs less than
7¢ per thousand *Net Evaluated Circulation*

Central

CENTRAL OUTDOOR ADVERTISING CO., INC.

A P A C K E R O P E R A T I O N



14. Travalarm: Westclox, LaSalle, Ill., traveling clock has a shutter that closes for protection en route, a single key that winds both time and alarm mechanism, hinged easel back, luminous dial. Price is \$3.95.

15. Handee: Chicago Wheel & Mfg. Co., maker of Handee, "Tool of 1,001 Uses," enters a fresh field with the Handee electric ironer. Weighing only 25 pounds, it can be carried anywhere about the house. The company "unqualifiedly guarantees that any woman without previous experience can do 80% of her ironing at her first trial." Priced at \$26.95.



9b

9a

8

10

Designing to Sell

8. Stand-ups Stand Out: Babbitt's, Inc., New York, pushes sales of its two brands of concentrated lye with these floor display stands, by Robert Gair Co., New York. The two products are marketed in different localities.

11

9. Geometrical: Onnie Mankki of Designers for Industry, Inc., Cleveland, selected simple geometric forms for the new line of Smokador Co., Bloomfield, N. J., because those forms are most readily appreciated and easily understood by the greatest number of people. Plastic handles have cigarette rests over the ash tray, the throat of which is designed to prevent cigarettes falling on the floor.

12

10. Quick Measure: Toledo Scale Co.'s latest "Speedweigh" is intended to "save the profits" for stores, hotels, canners, etc., by swiftly indicating fractional variations, over and under, on predetermined weights. Designed by Harold Van Doren and made mostly of polished aluminum, it weighs only 13 pounds. Its predecessor weighed 50 pounds.

11

11. Aristocraft: That is the name of Griswold Mfg. Co.'s (Erie, Pa.) cast aluminum kitchenware. Designed by Lawrence Blazey, of Designers for Industry, Inc., Cleveland, its advantages include a Bakelite insert in the walnut handle as a heat insulator, a curvature at outer end of handle to prevent the fingers from slipping. Extensions on the top close the pouring lips snugly.

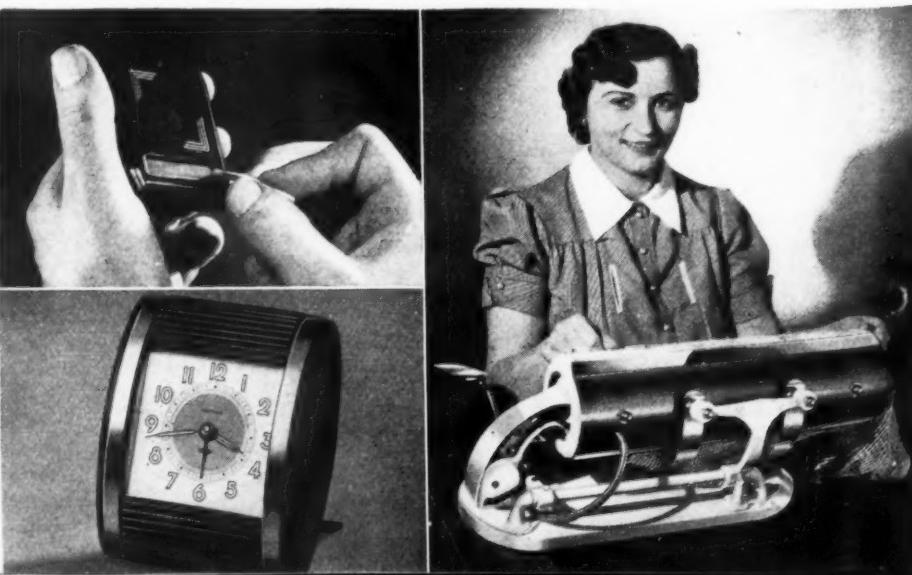
12

12. Country Cousin: People who do not enjoy electricity or gas connection need not be deprived of the beauty and simplicity of good looking stoves, as Perfection Stove Co., Cleveland, demonstrates by this flat top oil burning range. It was designed by Wilbur Henry Adams, Cleveland.

13

13. Striking: Holding two books of matches, this Bakelite case weighs practically nothing. Advertising may be applied to the inside. It is molded for Lee Case Co., Aurora, Ill., by Rathbun Mfg. Co.; comes in four colors.

15



STRAIGHT AS AN ARROW TO THE MEN YOU WANT TO REACH

Any industrial advertiser knows how scattered his prospects are, how the identity of the man with buying authority often changes during the year. And any sales manager knows how hard it is to find these men, reach them, sell them.

If this is a tough problem, this cost of calling to sell a product costing tens and hundreds of dollars, how tough do you think it is in the case of a magazine publisher whose product rarely sells for more than \$3.00?

And the 20th Century, streamlined answer to this problem—from the publisher's and from the advertiser's viewpoint—is the Controlled Circulation idea. A magazine of out-

standing editorial content, of vital importance to man-in-the-job, going straight as an arrow to the men you want to reach, it is sent direct without red tape, delay or charge. Circulated so as to get the man as he moves into power, and to eliminate him when he moves out, it gives you a readership that is always vital, interested and alive—just the men you want to reach, and no more.

And there is no guess-work as to the advertising value of the Controlled Circulation magazine to you. The Controlled Circulation magazine has a story to tell, of increasing advertising patronage, of sometimes astounding advertising results, of more thorough coverage for your advertising message, of lower advertising costs.

It's a bonus whichever way you look at it . . . easily demonstrated to those who will listen.

THIS ADVERTISEMENT IS SPONSORED AND PAID FOR BY THESE LEADING C.C.A. PUBLICATIONS

AUTOMATIC HEAT & AIR CONDITIONING
BAKERS REVIEW
BANKERS MONTHLY
BETTER ROADS
COMPRESSED AIR MAGAZINE
DRUG TOPICS
ELECTRIC LIGHT & POWER
ELECTRICAL DEALER
ELECTRICAL MANUFACTURING
EXCAVATING ENGINEER
FLEET OWNER
GOLDFDOM
HITCHCOCK'S MACHINE TOOL BLUE BOOK
HOSPITAL TOPICS & BUYER

INDUSTRIAL EQUIPMENT NEWS
INDUSTRIAL POWER
JOBBER TOPICS
LIQUOR STORE & DISPENSER
MACHINE DESIGN
MEAT
MEDICAL ECONOMICS
MILL & FACTORY
MODERN MACHINE SHOP



NATIONAL JEWELER
NEW EQUIPMENT DIGEST
OIL AND GAS Equipment Review
PETROLEUM MARKETER
PREMIUM PRACTICE
PROGRESSIVE GROCER
ROADS AND STREETS
RUG PROFITS
SODA FOUNTAIN
SUPER SERVICE STATION
SYNDICATE STORE MERCHANDISER
TIRES
WHAT'S NEW IN HOME ECONOMICS
WOOD PRODUCTS

CONTROLLED CIRCULATION PUBLISHERS

HOME OFFICE — 745 FIFTH AVENUE, NEW YORK — ELDORADO 5-6700



CAR ADVERTISING
IN THE UNITED STATES, CANADA AND CUBA.

Washington, D.C.

Dear Son,

Although more than a year has passed since then, it seems only yesterday that you and I sat on the grassy knoll overlooking the old swamp back of our home and watched preliminary dredging and grading operations in Flushing meadows. Actually a great deal has happened in the intervening months. I have traveled over a good many miles of our United States and have seen car advertisements act as a life-giving tonic to many an anemically ailing advertising appropriation. You, in turn, have quickened your old Dad's heart by your ambitious application to your recently acquired job in the Advertising Agency. And all this time work has been going on apace at the site of the World's Fair of 1939, for its officially scheduled opening date is less than eight months away.

This "fair with a soul" will truly be a spectacle of spectacles. Its dramatic and magnetic magnitude will draw an estimated 50 million people within its gates in the year to come. They will travel from the four corners of the earth to see and to admire, to thrill and to learn.

Perhaps not so highly dramatized, but none the less magnificent, is that perpetually educational fair which is constantly being staged in the transportation systems of our country by car advertisers. Every day a responsive audience of more than 35 million men and women view these shrewd advertisers' colorful presentations of packages, products and services. This vast group returns again and again to the great car adver-

Car advertisers' messages are as pointed as the tyylon, as encompassing as the perisphere. Appearing before volume audiences, they promote volume sales of their sponsors goods and services.





Here are just a few car advertising fair-goers. The attendance figures at the end of the year total up to more than 13 BILLION buyer-riders.

tising fair, dependent upon the transportation units of our country to deliver them speedily and surely to their offices and factories, to shops and stores, and back once more to their homes.

These more than 35 million reader-riders pay admittance to this great exposition of modern day advertising with nickels and dimes, son, yet the daily "gate" is in excess of \$2,000,000. Display space is located along the interiors of the surface cars, the buses, and the subway, elevated and suburban trains. As exhibitors, it costs car advertisers the infinitesimal sum of only 6/1000 of a cent to reach each impressionable viewer of their sales-enticing product presentations.

Astute Advertisers and their Advertising Agencies, insistently intent upon reaching volume audiences at the lowest possible cost, can find no substitute for car advertising. A volume sales producer from the word "go", car advertising appears before the greatest number of prospective buyers at the smallest fractional sales cost known among the five major producing media. Exhibitors in transportation units throughout our fair land have discovered that car advertisements can be relied upon to vertically stiffen the saggingly passive indicator line on many an ever hopeful sales chart.

Smooth down my resting place or that little knoll son, I'm due back at the home office in the not too distant future. Two advertising men in the house at one time will be more than even your almost always patient mother can stand. Therefore, we'd better go back to our old perch overlooking the Fair grounds when we start talking business. With that vista spread out before us we shouldn't want for inspiration. Not that we're likely to, as long as I have my car advertisements as a conversation piece.

Affectionately,

your Dad -

Will Electric Razors Steal Our Market? Shaving Preparations Makers Sit Tight—and Wonder

TWELVE manufacturers of shaving preparations—soaps, creams and lotions—were asked by SALES MANAGEMENT how the electric razor is affecting their sales and what, if anything, they are doing about it. Answers received ranged all the way from "Electric razors will never be taken seriously by the rank and file of American men" to the prediction that "It will be only a matter of a few years before wet-shaving will be as dead as the horse-and-buggy."

With few exceptions, the manufacturers interviewed are marking time for the present, not trying to fight the trend toward dry-shaving. (This is not true of makers of safety razors and blades. Note, for example, Gem's "5 o'Clock Shadow" campaign with its mention of "inefficient shaving instruments that have merely 'topped' your beard" and Gillette's advice not to make your face "a proving ground for shaving experiments.") Among makers of wet-shaving preparations investigated, only Burma-Shave is fighting back, with this roadside jingle:

A silky cheek
Shaved smooth
And clean
Is not obtained
With a mowing machine
Burma-Shave.

There is no doubt that every manufacturer of shaving cream or soap has at least toyed with the idea of putting on the market a preparation for use by electric shavers. Though sales of shaving cream comprise only a small part of E. R. Squibb & Sons' total volume, the company is interestedly watching the changes that are taking place, informing SM: "Our laboratories have been at work for some time developing a product for use with electric razors which we may decide to put out if the market seems to warrant it."

Coty, whose sales of preparations for men are comparatively small in relation to total volume, has just introduced a gift set for "dry-shavers," a combination of a can of talc and a bottle of after-shaving lotion, retailing at \$1.65. About three months ago advertisements of Mennen's Skin Bracer began to carry footnotes reading: "Tip to Electric Shavers—Use Mennen's Skin Bracer before and after

An SM reporter polls Squibb, Coty, Mennen, Williams, Burma-Shave, Ingram and competitors to see what's going on in the light of new—and challenging—competition.

BY
ETNA M.
KELLEY

Though advertised mainly in the drug trade press, Set-Up is sold by department stores, men's apparel shops, tobacco stores, jewelers, sporting goods dealers, as well as by drug stores. It has been the answer to many a dealer's prayer, for a variety of reasons. First of all, as Pinaud points out in dealer advertising, "Set-Up replaces the business you lose on blades and shaving creams with profits on a brand new preparation."

Also, it has been backed not only by advertising in such magazines as *Collier's*, *Esquire*, *New Yorker* and *Time*, but by counter cards reproducing the advertisements in those publications and by other point-of-sale aids. In its favor, too, is the fact that a companion item is offered with it, an atomizer applicator retailing at \$1. A special offer was made to dealers recently, of four-ounce Set-Up plus the applicator, at a price permitting a combination sale for \$1.

In publicizing Set-Up, Pinaud adopted the plan of identifying the product with an amusing character, moon-faced "Cholly Set-Up," who ap-

Pinaud does no public pinning over the popularity of the electric razor; capitalizes on it, instead, with a new product, "Set-Up," in a campaign well tied together by the ever-present bearded "Cholly." At left, an ad from *Collier's*; below, a counter display.

Now...get REAL results with your ELECTRIC RAZOR

SET-UP makes any electric razor shave CLOSE and QUICK

\$1 Set-Up brings every bristle to an erect position so that your electric razor can really clip clean and close. Banishes the usual training period.

MONEY BACK GUARANTEE

PINAUD SET-
PARIS - NEW YORK
Rub on beard...LET DRY

shaving for closer, smoother shaves!"

J. B. Williams' after-shaving lotion, Aqua Velva, bids for electric shaver patronage with such tag-lines as "Excellent after electric shaves, too," and "The perfect follow-up for electric shavers, too," at the close of its advertising message.

Most aggressively promoted and advertised preparation for electric razor users is Pinaud's "Set-Up." Its makers claim that when applied to the beard it "brings each bristle up erect and ready for a close, clean shave by the tiny electrically operated blades of the razor" and that it "banishes the usual 'training' period . . . leaves the face fresh and with smooth finish." The price was recently reduced, the four-ounce bottle, formerly \$1, now selling for 60 cents, while the large "Economy" bottle, formerly \$1.50, now sells for \$1.



pears in both publication and display advertising illustrations. Cholly is always shown with the razor at work on his chin and a bottle of Set-Up nearby. Sometimes sound effects are indicated, with "Z-z-z-z" buzzing

from the razor and a satisfied "Ah-ah ah" issuing from the corner of his mouth. A new window display piece, three feet tall, in color, has animation, the razor moving up and down. There are also counter displays, a metal one providing space for one bottle of Set-Up; and other larger ones providing space for three and six bottles. The company also furnishes mats, free of charge, to dealers.

A four-page brochure, "How to Sell Set-Up," contains a number of useful pointers for dealers. Information is presented in the form of questions the consumer might ask and suggested answers for the dealer to make.

There is a paragraph on "How to Introduce Set-Up to a Customer if Your Customer Is a Man." Also: "If Your Customer Is a Woman" (say to her): "If your husband uses an electric razor he will enjoy a bottle of Set-Up. It's a *before-shaving* lotion that makes the electric shave close, quick and easy." The dealer is also reminded: "Women use electric razors for under-arm and leg hair. Advertisements recommending an electric razor to women for removing superfluous hair are now being conducted by several electric razor manufacturers. They say it does not promote a stiff regrowth. So don't forget you have a big feminine market for Set-Up."

Angling for Repeat Business

The dealer is also advised to sell a bottle of Set-Up with each electric razor, with the argument: "The 30-day skin-conditioning period which razor manufacturers tell about sounds all right in print, but most men get discouraged . . . long before that time . . . It's good retailing not only to sell, but to satisfy. That's why it's vital that you sell Set-Up with every electric razor . . . Heretofore, when you sold an electric razor, there was no repeat business. There were no blades and no shaving cream to sell an electric razor user. Now, once that customer starts using Set-Up, you have a steady repeat sale developed."

Grey Advertising Agency, Inc., now handles Set-Up advertising.

Here are some of the opinions expressed by manufacturers and advertising agents as to the future of electric razors. These are the opinions of manufacturers interviewed by the SM reporter. SALES MANAGEMENT itself offers no opinion here; merely seeks to present the ideas of men who should be vitally interested in this subject.

The electric razor is here to stay, because:

Shaving is a tiresome, messy chore. Any-

thing that will shorten its duration and make it less arduous is bound to succeed.

While it is true that many older men will never adapt themselves to it, the younger ones just starting to shave will never use anything else. Their beards are light, and this eliminates or mitigates the "training" period that discourages many older men who have heavy beards.

Electric razors are being improved and perfected. Eventually there should be a model for every type of beard and skin.

As their use widens, prices should come down. This will break down resistance to the initial investment required, and, because of the saving through eliminating soaps, creams and blades, electric razors will be bought for reasons of economy.

The electric razor will never seriously affect the market for other types of razors, and, consequently, the market for shaving creams and soaps, because:

The market for shaving devices is far from saturated; there's room for all. J. B. Williams Co. addresses its advertising (J. Walter Thompson Co.) of Glider, a "no-brush" cream, to the "1 Man in 7 Who Shaves Every Day." A. N. La Belle, of the Toilet Article Sales Dept., Colgate-Palmolive-Peet Co., says, "Current surveys seem to indicate that in spite of electric razors the total shave cream market is gradually expanding."

A man with a heavy beard will never be able to get a satisfactory shave with an electric razor.

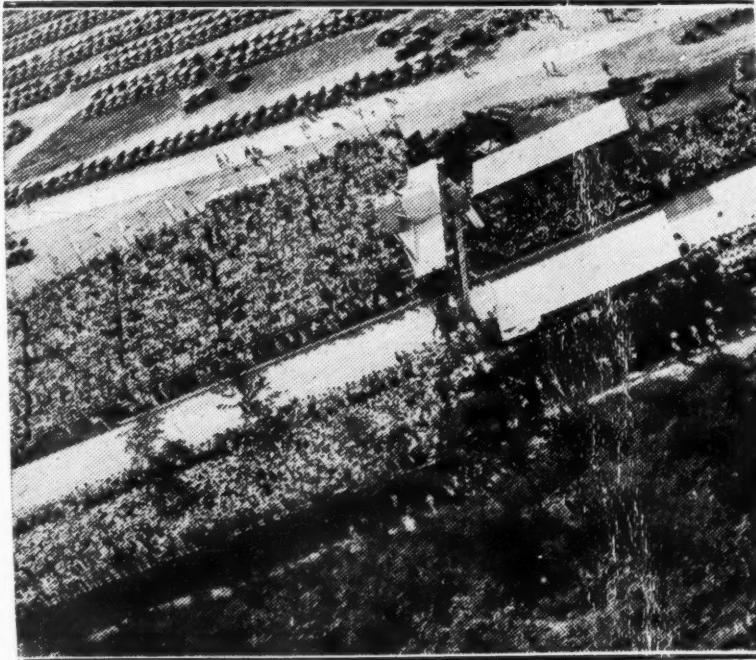
Electric shaving is inconvenient or impossible in many homes, because of lack of electric outlets, or because the outlets are hard to reach (in bathrooms, for example). Lacking electricity, men on camping and fishing trips have reverted to former shaving habits, with the result that upon returning home, the painful "training" period had to be undergone once more.

The electric razor is a gadget, a novelty. It is the sort of thing a woman gives to her husband at Christmas, which, like most cigarette lighters, is used a few times, then discarded.

Men are naturally conservative in their shaving habits. Barbasol introduced a "brushless" cream 18 years ago; since then several other companies have introduced similar preparations. Despite consistent advertising, sales of "brushless" creams are estimated at no more than 25% of total volume of shaving cream sales. Even this percentage has been attained only recently: Four years ago sales of "brushless" creams comprised only 11 to 12% of the total volume.

In an article in the May, 1938, issue of *Fortune*, it was stated that 3,000,000 electric razors had been sold in the U. S., and that about 2,000,000 were in use. Assuming, as *Fortune*

(Continued on page 68)



The All American and International Soap Box Derbies sponsored by Chevrolet Motor Division and 113 newspapers in the United States, Canada, Panama Canal Zone, and Hawaii. Run for the 4th consecutive year in Akron, Ohio.

The World's Greatest Amateur Racing Event

The AKRON BEACON JOURNAL is proud to have been chosen by Chevrolet to help make this event such an outstanding success Year after Year. An estimated crowd of 100,000 men, women, and children attended the races.

Cooking Schools à la Elsa Maxwell Prove Ten-Strike for Electromaster

MAKING a slight change in an old established promotional plan is comparable to moving the decimal point in a series of figures; it makes a tremendous difference in the result. At least that has been the experience of Walter C. Ayres, sales manager of Electromaster Corp., Detroit.

He cites an interesting example of the kind. Electromaster, in common with other manufacturers who sell kitchen appliances, has been conducting cooking schools and demonstrations for years. These are nearly always in the afternoon, are attended by women exclusively, and are open to all and sundry. The procedure, too, is standardized, and the housewives know exactly what to expect before they attend.

31 Parties: Not One Flop

Manager Ayers decided to change this procedure slightly. Instead of a cooking school, he "threw a party." The party was in the evening. Furthermore, attendance was by invitation only, men as well as women were invited, there were speeches, music, refreshments. Then the guests were very frankly asked to buy. And they bought. Thirty-one such parties have been held to date, and not one has failed to produce immediate sales, to say nothing of live prospects.

"The cooking school always attracts a fair attendance, but the procedure has become so well known that it has rather lost its effectiveness," Mr. Ayers explained. "No direct effort to close sales is usually made at such schools, and they produce a lot of names of people who aren't prospects at all. So we needed something different; especially something that would produce real, live prospects, and that might even produce immediate sales. The party was the solution.

"We tried it out in a couple of small towns in March, and results were even better than hoped for. Then we wrote up the plan and recommended it to Electromaster dealers, and they have been using it with surprisingly good results."

The plan, as outlined by Electromaster, consists of three booklets, entitled, respectively, "The Plan," "The Party," and, "The Demonstration." These go into minute detail, giving

Invitation parties, with entertainment, to which both husbands and wives are invited, are fruitful sources of leads and sales for this Detroit range manufacturer.



It's a party, complete from invitations to refreshments . . . and 40% of the guests who watch the cooking demonstrations are men! After the festivities, guests are frankly asked to buy Electromaster ranges. Results: "Even better than hoped for."

complete directions for every step and even including model speeches to be delivered at the party. Briefly, though, the plan is as follows:

The dealer, who in this case is usually a public light and power company, arranges to give the party by engaging the ballroom of a local hotel, or other suitable auditorium, engaging a small orchestra, glee club, quartet, or other musical organization, ordering refreshments, appointing a master of ceremonies, speakers, ushers, and others, and securing the services of a home economist to conduct the cooking demonstration. It is also recommended that souvenirs be provided for all, or else that there be a drawing for prizes. Of course there are registration cards.

The dealer then prepares a mailing list by checking his meter books for families whose monthly consumption indicates that they do not now have an electric range, that they do use sufficient K. W. H. to insure them a lower step of the rate if they should use such a range, that they pay their bills, and so on. He then sends them one or more letters, inviting them to the party on the appointed date.

The letters are addressed to house-

wives, but they are invited to bring their husbands, and giving the party in the evening enables the men to attend. Upward of 40% of the guests so far have been men. The advantage of this in making immediate sales, and even in securing live prospects, is apparent.

The party is not advertised or announced in the newspapers, as such publicity pulls many who are not prospects.

The dealer's salesmen act as ushers, and a major executive of the company delivers the principal address, which is on the subject of what electricity has done for us, and is introduced by the title of "This world of Magic." There is a display of Electromaster ranges around the room.

There is music while the guests are gathering, and they are greeted at the door by the salesmen-ushers and given registration cards to fill out. Next is an address of welcome, music, the principal speech, music, a cooking demonstration, and another address in which the guests are told why they should choose an electric range in preference to the many other things they would like to buy. An easy-payment plan makes it possible for them

to sign on the dotted line right there and they are frankly urged to do so. A drawing for prizes follows, and the guests are served refreshments while they circulate around and examine the exhibits. The salesmen-ushers are on hand to answer questions, list the livelier prospects, and close sales wherever possible.

After each party, the dealer is asked to send a "Progress Report" to the factory, filling out a form which details what was done and what the results were.

Mr. Ayers exhibits many such reports as "proof of the pudding." The most remarkable of these is from Vandalia, Ill., a town of about 5,000 population. There the dealer sent invitations to only 200, and 196 attended. Of these, nine bought electric ranges at once, while 35 others were listed as sure prospects.

At Cold Water, Mich., where a new dealer had just been appointed, 20 ranges were sold during the first two weeks following the party. Mr. Ayers probably was not exaggerating when he said such a performance would have done credit to a dealer in a big city. (Cold Water has a population of 6,700).

Or to take a composite report, one dealer has held 13 parties in as many different towns and cities, ranging from 600 to 7,000 population; mailing lists have totaled 2,802 families, attendance has totaled 1,650, actual sales made at the parties have numbered 40, and live prospects totaled 371. Guests from as many as four nearby towns have attended a party, the greatest distance traveled by any one guest having been 45 miles.

To say that such results, when compared with those of the former cooking schools, are remarkable, is a very moderate statement. It is not to be overlooked that these results were obtained during the Spring and early Summer of 1938, when business was not so easy to get.

No wonder Electromaster is training additional demonstrators and planning to go in for "parties" in a big way.

Announce "Selectroslide" for Changing Slide Films

Spindler & Sauppe, Inc., San Francisco, introduce "Selectroslide," a device for projecting and changing slide pictures automatically.

Its chief advantage is that users may take their own natural color pictures with a miniature camera, develop them, and mount them on 2"x2" glass plates to form a slide. These can be projected for an audience of one in an office, or in larger size for a whole audi-

torium. A magazine holds 48 slides. These may be projected automatically one after another for any desired length of time, or may be changed by remote control by the pressure of a button. In this way a speaker can have a group of slides projected without any attention from him, or can press the button whenever he wants to show a new picture. Fresh magazines of 48 more pictures can be slipped in like cartridges into a gun.

Advertising agencies are using Selectroslide to present sales promotions and plans to clients. Salesmen carry it with them easily to prospects' desks, requiring no operator or equipment.

\$24,943,500 to Be Spent on Drug Research in Year

A four-month survey by the New York Board of Trade revealed that drug and cosmetics firms will spend \$24,943,500 in the next year for research and scientific development of new products, some of which may not be marketed for the next five years. Drug, chemical, and allied trades Board members are cooperating with the national "Who's a Guinea Pig" campaign by *Cosmopolitan* and *American Druggist* in defense of unfair attacks on advertisers.

Take the Headaches Out of Placing Newspaper Schedules

with the -

I&I Group Plan

Reach an Important Market Easily and Dependably

FOR the first time, you have definite up-to-date completely standardized commitments on rates . . . merchandising cooperation . . . uniform consumer surveys and retail trade reports . . . and frequency discounts on national schedules from 74 important Iowa and Illinois dailies.

Representing a combined circulation of 866,762 in a total trade area population of 6,839,319 these newspapers give you a new, simplified method of reaching one of the most profitable and extensive agricultural and industrial markets in the country today.

How This New Plan Saves Time for Agencies

Because all rate cards are standard file folder style . . . for safe, easy filing of important data . . . and because you know definitely what merchandising, consumer survey and retail trade survey cooperation you get, it is amazingly easy for agency men and advertisers to plan and schedule campaigns for Iowa and Illinois.

All the essential information you need is at your finger-tips, conveniently filed in each paper's file folder style rate card. Instead of headaches, you get profitable pleasure from scheduling sales-producing insertions in the I & I Group papers.

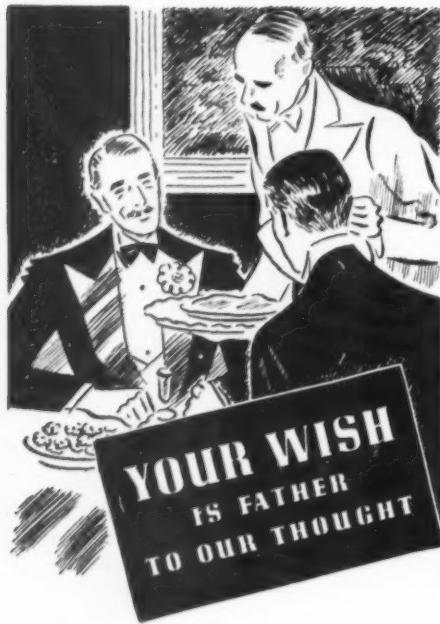
Assures More Profitable Insertions for Clients

The I & I Group Plan enables you to know your market. Guesswork becomes a thing of the past. Client's questions about the huge Iowa and Illinois market can be answered promptly and accurately. You have new confidence and pride in your ability to serve accounts profitably and accurately.

This market is a proved sales producer. And now you can get added profits because you can plan more thoroughly, more intelligently before breaking your campaigns. Here's an entirely new standard of publisher operation and cooperation. Use this market regularly.

Iowa Daily Press Association
Daily Newspaper League of Illinois





The William Penn specializes in *satisfaction*. Your satisfaction. Satisfaction with the service you receive, the food that is served, the surroundings.

To make certain you get this full satisfaction your wish becomes father to our every thought. We have put nearly half-a-million dollars into improvements. The beautiful new Italian Terrace, one of the finest restaurants in America. 800 of our 1600 guest rooms completely refurnished and redecorated to give the very most in luxurious comfort.

You've ranked the William Penn Hotel far up the top flight of this country's best—now you'll find it even better. May we hope to welcome you soon?

**HOTEL
WILLIAM PENN**

PITTSBURGH
GERALD P. O'NEILL
General Manager

New Appointments
FOR HIS MAJESTY THE AMERICAN TRAVELER

[56]

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Journals and Billboards]

Cubs

National Biscuit Co.'s. Shredded Wheat division (Niagara Falls), introduces Cubs, a "flavored whole wheat cereal." Newspapers of eight upstate New York cities are carrying a test campaign, placed by Federal Advertising Agency, N. Y.

Resembling Ralston Purina Co.'s. "Shredded Ralston—It's Bite Size," in appearance, Cubs, says the copy, "are so delicately different that you'll say, 'Just what I've always wanted!'" A free sample is offered with the regular size package. "Over 175 golden biscuits in every sample." Buyers try it and if they "don't agree it's the finest, most delicious ready-to-eat cereal" they have ever tasted they return the full-size package and get their money back.

Seven for Del Monte

California Packing Corp., San Francisco, is running a golly-buster of a series in 15 magazines whose combined circulations are over 30,000,000. Del Monte fruits, vegetables, and tuna are getting the play.

One group of ads features Del Monte peaches, pears, apricots; another asparagus, corn, peas. There are seven groups, covering most of the firm's long line of canned goods.

Two- and four-color pages appear in *Ladies' Home Journal*, *Woman's Home Companion*, *McCall's*, *Pictorial Review*, *Good Housekeeping*, *Household*, *S.E.P.*, *Collier's*, *Life*, *Liberty*, *Time*, *New Yorker*, *American Home*, *Better Homes & Gardens*, *True Story*. McCann-Erickson's San Francisco office is in charge.

Pyrex Smashes

With sales of Pyrex glass cooking-ware at the highest in its 23-year history, Corning Glass Works, Corning, N. Y., cuts prices from 30 to 50%. The last price reduction, in 1932, brought a triple increase in volume.

A new plant, 200,000 square feet of floor space, has brought production economies to Corning. A coast-to-coast survey showed that an estimated 16,000,000 families owned no glass ovenware. Price was considered the major, or only, sales resistance factor by 80% of these Pyrexless housewives. Hence, the present drop.

It will be proclaimed, starting September 10, in *S.E.P.*, *The American*

Weekly, Farmer's Wife, Good Housekeeping, Woman's Home Companion, Ladies' Home Journal, McCall's, American Home. Ads will be spaced through December. Pyrex has behind it over \$5,000,000 worth of consumer advertising in 23 years—more than any other single name in the cooking utensil field, according to the Buffalo office of BBDO, agency in charge.



All the ads have a giggle.

Scotch Gas

Standard Oil of Indiana, Chicago, slaps copy on its Red Crown gasoline into 1,740 daily and weekly papers—circulations total 14,000,000—and or 3,800 24-sheet posters in 13 middle-western states.

"Low-cost-per-mile" is symbolized by cartoons of boys sliding down banisters, surf-board riders, Ali Baba and his magic carpet, etc. A Scotch lassie in kilts on cutouts, pump stickers, and curb signs in 23,000 Standard filling stations asserts, "Here's that 'Scotch' gasoline."

McCann-Erickson's Chicago office is in charge.

Romance, Ah!

Human nature being what it is, Mr. Robert R. Hare, of Coffeyville, Kans., is going to develop a violent dislike of Camay, the Procter & Gamble "soap of beautiful women." The reason: His "charming Kansas bride," speaking through agents Pedlar & Ryan, N. Y., "tells the true story of her romance" with him:

"... Five years passed during which we never saw each other . . . Then at a party we met . . . It was two when

SALES MANAGEMENT

I got home that night—but I'm never so late that I'll neglect my Camay care . . . All Summer long, Bob and I saw each other. And how grateful I was that my Camay complexion helped me to make those precious moments count! We became engaged under a harvest moon—a perfect climax to a wonderful romance."

Just wait 'till the Coffeyville boys start throwing the harpoon into Bob. He'll froth at the mouth at sight of Camay in the bathroom. His only rejoinder is to tell the story from his angle—through the courtesy of Lifebuoy soap. Or, maybe Mum, also a Pedlar & Ryan account, made Esther Jane fall for Bob. Say, P & R, why don't you give us both sides of the Hare family's love life?

Old Gold on Air

P. Lorillard Co. will start a new radio program for Old Gold cigarettes over the Columbia Broadcasting System on November 20. Some 60 stations are to be used, say Lennen & Mitchell, N. Y. agency.

Robert Benchley, the author and critic who turned actor with considerably more success than lifelong Thespians, will star in the half-hour Sunday show. Details for the rest of the program have not yet been worked out. Tie-up newspaper ads will be run on radio pages.

1/3 of Your Life

Kenwood Mills, Albany, N. Y., begins a campaign for its Kenwood blankets in September issues of *Good Housekeeping*, *American Home*, *Better Homes & Gardens*, *Ladies' Home Journal*, *House Beautiful*, *House & Garden*, *Woman's Home Companion*, *McCall's*, *Bride's Magazine*.

A book, "How to Enjoy 1/3 of Your Life," is featured. This gives correct blanket sizes, washing instructions, etc., and shows the Kenwood line in full color.

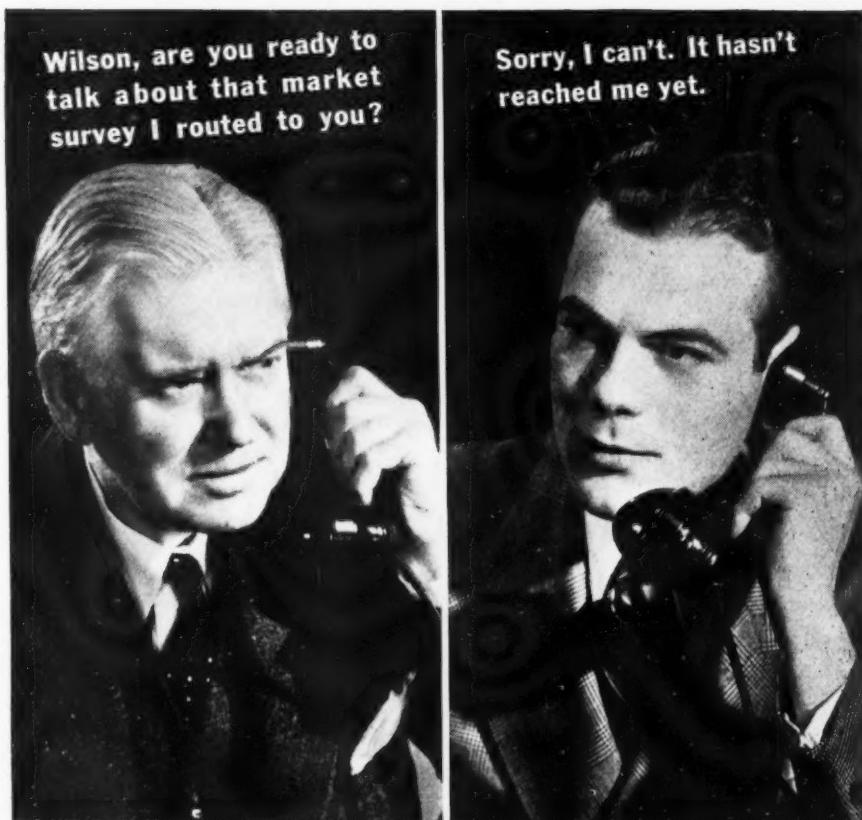
G. Lynn Sumner Co., N. Y., handles the account.

NYLIC

New York Life Insurance Co. is running an institutional series, all four-color pages, in *Time*, *S.E.P.*, *Collier's*, *Newsweek*, *Fortune*, *Parents'*, *Christian Herald*, *Extension*, *Opinion*, the Graduate Group, and insurance journals.

Picture sequences tell of the "Pike's Peak or Bust" gold rush, and the part the company played in protecting prospectors, and similar exciting incidents of the past. Officers spent six months of research, with Frank Presbrey agency men, assembling and preparing the historical episodes.

SEPTEMBER 1, 1938



... TIME TO PUT YOUR DUPLICATOR TO WORK

IT'S BAD BUSINESS to keep your men in the dark. Reports, complaints, price changes, sales opportunities—information that affects a number of people should be put in their hands promptly and in readable form. That's a job for your office duplicator. It enables you to distribute individual copies at low cost quickly and simultaneously throughout your entire organization.

CAREFUL BUYERS find it good business to standardize on Hammermill Duplicator Paper. It gives you a large number of clear, brilliant, readable copies from every master sheet. It runs well on either

gelatin or spirit duplicators. On the spirit machine, it is an exceptional economizer of the contact fluid. Hammermill Duplicator is low in cost. You can get it quickly through your local printer or stationer in white and four colors that match the colors of Hammermill Bond Envelopes and Letterheads. Try it on your duplicator.

100 SHEETS FREE! Test Hammermill Duplicator in your office against your present paper. Compare results. Mail coupon with sample of your present duplicator work, and we'll send you a 100-sheet test packet free.

HAMMERMILL DUPLICATOR

LOOK FOR THIS WATERMARK

100 SHEET TEST PACKET
FREE!

MADE BY THE MAKERS
OF HAMMERMILL BOND

Hammermill Paper Company, Erie, Pa. SM-5C

Please send me free 100-sheet test packet of Hammermill Duplicator Paper. We now use _____ gelatin, _____ spirit machine.

NAME _____

POSITION _____

(Please attach to your business letterhead)



Agencies in the Movies

It's no surprise that advertising agencies are edging in on the industrial film business. More often than not film sponsors are agency clients, and most agencies have found out that sooner or later they are called on for help whenever clients attempt to get out films (movies or slide films for advertising, good will, sales training, product education, etc.). Sometimes it's only for the job of promoting the film through advertising and publicity. Then, again, the agency may handle distribution of the film. Or it may take to the creative side, write the script, cast the show or do actual production.

At any rate a new job was thrown into the laps of the advertising agencies when the business film step-child of the movies developed into a full-fledged industry in its own name. Several agencies have set up separate departments to take care of the work, the reason for this being to coordinate all film activities for various clients under one head and to put film work on a regular commission basis. Other agencies report to SM that they are planning separate film departments.

The year's most ambitious venture in industrial films was a product of agency participation. The agency, Batten, Barton, Durstine & Osborn, Manhattan, the client, U. S. Steel; the film, a technicolor movie, "Men Make Steel." Released last April, the movie was almost as much work for the agency as it was for the producers, Hollywood Industrial Picture Co. BBDO's film department—which is an offshoot of the agency's radio bureau and staffed by Charles Underhill, as head, and three others—wrote the script, chose the production company

and handled monetary matters for the sponsor.

Costing more than \$200,000 to produce, Big Steel's technicolor film was released April 1 in three versions: A one-reel short, a four-reeler and an eight-reel feature. The Hollywood influence on industrial pictures got in Edwin C. Hill as commentator and Robert Armbruster directing the musical score. There's no direct sales approach in the films. They are "framed along documentary film lines." One- and four-reelers are shown in movie houses, available to exhibitors through terms, while the eight-reel version is "strictly non-theatrical," although it, too, is shown at smaller movie houses in steel centers.

Fuller & Smith & Ross, Manhattan, has an imposing list of clients for which its film department, headed by Reed Drummond, has handled both slide films and movies. In the last six months the agency has produced 15 films for such clients as Westinghouse, Aluminum Co. of America, Pennzoil, Aluminum Seal, American Can, Bryant Electric Co., Fostoria Glass, and Mutschler Bros. Cost of production on these films ranged from \$300 to \$18,000, and the agency's job was a nicely tied-up package—one, including script writing, selecting film producers, distribution and promotion of the films.

Only recently J. Walter Thompson, New York, coordinated all its film work in a separate department, brought former radio and motion picture production man Fred H. Fidler from St. Louis to the New York office to head the new department, with Wallace R. Boren in charge of creative work. J. W. T.'s work on films during the past few years has included supervision of such films as the Shell sales training

movie, "Alias Jimmie Whitaker"; a two-reel puppet animation, "On Parade," for Horlick's (England), and films for Kraft-Phenix Cheese Corp., Johns-Manville, Shell and others.

Through Lord & Thomas, New York, Hollywood Industrial Picture Co. produced this year seven technicolor Lucky Strike "trailers" for American Tobacco Co. Of the "industrial-entertainment" variety, these short movies were cast with Hollywood actors and actresses—Buddy Rogers, James Dunn, Doris Kenyon, Patricia Ellis, Paula Stone, Walter Wolf King, Genevieve Tobin and others—and were distributed to the general movie theatre public. Over 100 New England movie houses that had never showed commercial movies on their bills before ran the Lucky Strike trailers and "found them very popular with the audience."

There are other agencies with film departments—Beaumont & Hohman, Cleveland, recently produced the movie, "They Discovered America" for Greyhound Bus System—and still more with such departments in the offing. The latter group includes, among others, Ruthrauff & Ryan, with B. D. Dudley in charge of film work; Lawrence G. Gumbinner, with Herschel Deutsch as head of the proposed department; McCann-Erickson, with George Smith in charge; and Young & Rubicam.

Film work is a natural for west coast agencies, since the bulk of industrial film producers have either headquarters or studios in Hollywood. Emil Brisacher & Staff, San Francisco, is credited with a great deal of the work on Van Camp's film, "Chicken of the Sea," and Gerth-Knollin, San Francisco, with selecting the producer (Castle Films) and assisting in distribution and promotion of the Farmer's Fund Insurance Co.'s safety movie, "Remember Jimmie."

These agencies (picked at random) also have cut their slices of the industrial film pie: Aubrey, Moore & Wallace, Chicago, has worked on production and distribution of films for International Harvester Co., S. M. Jones Co. and Campana Sales Co. G. M. Basford, New York, has assisted on production and promotion of films for clients R. Hoe & Co., Inc. ("Going to Press"), Republic Steel Corp. and *Business Week*. Wm. Esty, same city, has handled several films for White Laboratories; Grey Advertising Agency, New York, four one-minute playlets for Mock, Judson, Voehringer; and Roche, Williams & Cunningham, Chicago, films for several clients.

Agency Notes

Agency men are among those being attacked by the South Texas Press Association, representing more than 100 newspapers in the South and Southwest sections of the Lone Star state, in a spirited "united front" campaign against "professional space grafters." Leader of the movement is Jack Howerton, president of the group, who claims that reams of so-called news stories are sent out daily to newspapers by advertising agencies, publicity managers and others, who, in the long run, use only radio and magazines for advertising.

First advance in the "battle" is the sending out of pledge cards to members of the association for signatures promising a stiff front against agencies, companies and individuals who try to get space "without proper and just cause."

Arthur R. Mogge, Inc., Chicago, has been elected to membership in the American Association of Advertising Agencies.



Big Steel called in BBDO on its \$200,000 spectacle

The new Pacific Council of the American Association of Advertising Agencies will hold its first convention, October 20-21, in Del Monte, Cal. In general charge of the convention will be David M. Botsford, president, Botsford, Constantine & Gardner, San Francisco, and chairman of the Council.

Account Appointments

To: N. W. Ayer & Sons, the Stevens Hotel, Chicago, account. . . . Young & Rubicam, the account of the National Association of Broomcorn Manufacturers, to conduct a test campaign for the industry. . . . Leo Burnett Co., Chicago, the account of the men's shoes division of Brown Shoe Co., St. Louis. . . . Erwin Wasey & Co., New York, the Rome Mfg. Co., division of Revere Copper & Brass, Inc., account, to handle advertising on its new line of cooking utensils, and the account of the Minneapolis Star.

To: Albert Frank-Guenther Law, the account of the Produlac Division, National Distillers Products Corp., to advertise a new poultry and cattle feed by-product of distillers grains, Semi-Solid Produlac. . . . Philip Ritter Co., New York, the House of Theon, manufacturers of manicuring preparations, account. . . . Kimball, Hubbard & Powell, New York, the account of Modern Talking Picture Service. . . . Donahue & Coe, New York, the Glad Rag Products Corp. account, to handle the advertising for "Glad Rag," a chemical processed cloth for cleaning and polishing metals.

To: Western Advertising Agency, Racine, the Racine Shoe Mfg. Co. account, to handle general, trade, and direct-mail advertising for "Doctor," "Proven Arch," "Racine" and "American" shoes. . . . O. S. Tyson & Co., New York, the account of Carl Schleicher & Schull Co., manufacturers of papers for commercial and industrial use. . . . Bennett & Snow, Boston, the accounts of Harvard Special Mfg. Co. (table tennis equipment), B. F. Washburn Candy Corp. (Waleco candy bars) and Arnold Tours Co.

To: J. Walter Thompson, Montreal office, the account of Dominion Stores, Ltd., grocery chain. . . . Mackay-Spaulding, the United States Air Conditioning Corp. account, to handle advertising in trade, class and industrial publications. . . . Van Auken-Ragland, Chicago, the account of Hoof Products Co., manufacturers of automotive safety items.

To McCann-Erickson, New York, the radio advertising of Consolidated Edison Co. of New York (the agency handles newspaper and magazine advertising for the company's gas division) to produce a new show entitled "Around the World in New York." . . . O. S. Tyson & Co., New York, the account of Wood-Regan Instrument Co., Inc., to handle a campaign in business papers for Wrico lettering guides. . . . Charles Dallas Reach Co., Newark, the National Porcelain Co. account, to advertise a line of products sold through syndicate stores.

People

Leo Burnett Co., Chicago, has announced a re-grouping of executive personnel "to provide for efficient handling of an increased volume of business." Jack O'Kieffe, former vice-president, and head of the copy department, has been made director of production for all creative work, and will be assisted by traffic managers John W. Riley and Frank G. Eastman. Strother Cary, formerly in the agency's

research department, has been named a junior account executive.

T. P. Draper, for the past year in the sales department of Kelly, Nason & Winsten, and before that with J. Stirling Getchell and Calkins & Holden, has joined the staff of Lennen & Mitchell, New York.

After a year's absence, Norman Vickery has returned to Donovan-Armstrong, Philadelphia, as art director. . . . Keith Kimball has resigned as promotion manager of *Fortune* to rejoin BBDO, with which he was associated for ten years before going to the magazine in January of this year.

Stephenson Wells has been made an account executive with M. Glenn Miller, Chicago agency. . . . Vaughn Weidel, former promotion manager of the New York *World-Telegram*, and also on the staff of the Detroit *Times* and Toledo *Blade*, is now an account executive of Metropolitan Advertising Co., New York.

H. E. Christiansen has joined the staff of Henri, Hurst & McDonald, Chicago, as merchandiser and account executive. For the past four years Mr. Christiansen has been in the merchandising department of *The American Weekly* and prior to that was on the staff of *Business Week*.

H. E. Christiansen,
Henri, Hurst &
McDonald,
Chicago.



Moffett

Ralph H. Jones Co. has appointed James M. Nelson manager of the New York office, succeeding F. F. Jordan. Mr. Nelson has been an account executive in that office for two years, and was previously associated with Young & Rubicam, *Popular Science* magazine, Butler Bros. and Sears, Roebuck.

P. S. Murray has joined the Toledo office of Meldrum & Fewsmit, where he will be engaged in account development and contact work. . . . Howard W. Newton, formerly of Young & Rubicam and Lennen & Mitchell, is now a member of the copy staff of J. M. Mathes, New York.



Haldeman Finnie,
Lee Anderson
Advertising Co.,
Detroit

Bachrach

Lee Anderson Advertising Co., Detroit, has added to its staff Haldeman Finnie, for the past four years manager of the refrigeration division of National Electrical Manufacturers Association. Mr. Finnie was previously vice-president and general manager, Timken Oil Burner Co.

Ken Barber, previously associated with the Buchen Co., Chicago, as account executive and secretary, has joined Lyle T. Johnston Co., the same city, to head the farm and industrial division of that agency.

Is your alphabetical title *S.M.?

As Sales Manager you'll admit there's nothing that raises the temperature quicker than damage in the mails to your valuable presentations, blue prints, photos, maps, displays. It's a risk you take with the use of ordinary wrappings. And if mail is loaded with corrugated board and paper, the cost—of postage and materials—is sometimes doubled! There's a better way—a more economical way. Use Columbian Safeway Mailers—a unique container so rugged it needs no stiffener, yet economical of postage and, above all, tested to give 100% protection to contents under even the worst conditions. Trim, good looking, makes an impressive package. Get all the facts about this face-saving container. Send for samples and new folder "On Guard" which explains all.

*Sales Manager



U. S. ENVELOPE CO.
Dept. 28, Worcester, Mass.

Send information and samples at once.

Name.....
Address.....
Supply Source.....

**AT POINT-OF-SALE
for your
ADVERTISING**

**BETTER LOCATIONS
WITH KLING-TITE
THE ONE-HAND TACKER**

QUIP your salesmen for quick action in getting up point-of-sale advertising and effectively supporting your sales and advertising efforts. Have them use the modern one-hand Kling-Tite Tacker.

On the wall—in choice spots, often selected by the dealer himself—your salesmen, with this modern tacking method, tack up your advertising faster—
ASK FOR FOLDER

A.L.HANSEN MFG.CO.
5019 Ravenswood Ave.
CHICAGO, ILL.



Emil Eitel — Karl Eitel — Roy Steffen

It's NEW!

Most Complete Map
for all who—

**ADVERTISE
SHIP and SELL**

**in America's
Richest Market**

**HAGSTROM'S
ROAD MILEAGE MAP
300 MILE RADIUS
FROM NEW YORK CITY
WITH
SPECIAL MILEAGE GUIDE
and INDEX**

13 States - Portland, Me. to
Richmond, Va. & Pittsburgh, Pa.

Just Off the Press
SEND FOR CIRCULAR

HAGSTROM COMPANY
INCORPORATED
20 Vesey Street New York, N.Y.
Established 1916

[60]

"35,000 Days in Texas" Is Story of a Paper and of a People

EVER since April, 1842, the Galveston *Daily News* and its sturdy son the Dallas *Morning News* have been rolling regularly from the presses. "The story of the *News* is the story of Texas. Under three flags, through five wars, across seven cycles of panic and prosperity, the *News* has moved steadily as a recording eye of one of the great trail drives of the American people." That story is told by Sam Acheson in "35,000 Days in Texas" (Macmillan, \$2.50).

Some of those days have been crammed with battle, murder, sudden death, torchlight election parades, tidings of oil gushers and bumper crops. Others have been less melodramatic—new railroads opened, subdivisions laid out, skyscrapers built. Of dull and delirious days alike the *News* can say "all of these things I saw, of many I was a part."

Lusty Days Before "The War"

Boston-born Samuel Bangs founded the *News* when Galveston Island had less than 1,000 people, including slaves. In the period of the Texas Republic alone, 18 papers were started there. He soon sold it, and moved on to Mexico. Other owners followed, but in 1843 Willard Richardson took the helm and kept it for 32 years. He was the paper's true founder, and under his editorship it became the "most widely circulated, the wealthiest, and the most influential paper in Texas."

Richardson was a New Englander by birth, but a tidewater Southerner by adoption and a follower of Calhoun. General Mirabeau Buonaparte Lamar was his friend and the *News'* godfather. General Lamar, first vice-president and the second president of Texas, opposed General Sam Houston, and so did the *News*. Lamar and Richardson campaigned for annexation of Texas by the U. S. as soon as the latter took over the reins.

Opposition to Houston continued as long as he lived, until the War Between the States turned political battles into fratricidal war. The *News* survived the War, though it was sometimes printed on yellow straw paper run through the Federal blockade, and it outlasted the reconstruction regime, which was worse.

Late in 1865 Alfred H. Belo joined the paper as bookkeeper. A 26-year-

old North Carolinian, ex-colonel of the Confederate Army, Col. Belo became the owner in 1875. Ten years later the Dallas *Morning News* was established, the first "chain" newspaper in this country.

It grew with Dallas and North Texas, surpassing in size its "Old Lady by the Sea" at Galveston. Eventually the two papers, which had been linked by telegraph, were divided. The Dallas *Morning News*, in turn gave birth to the *Evening Journal*, now under separate ownership, and radio station WFAA. G. A. Dealey, present owner of the Dallas *Morning News*, is now in his 65th year of service with the paper.

Such, in bare outline, is the story which Mr. Acheson tells with a wealth of detail, picked from the files. It is an interesting summary of Texas, and the nation's political, economic, journalistic, and advertising history. Agency men will be especially amused by quotations from the early advertisements:

"A Perfumed Breath—What lady or gentleman would remain under the curse of a disagreeable breath when using the 'Balm of a Thousand Flowers' as a dentifrice would not only render it sweet but leave the teeth white as alabaster?"

"Many persons do not know their breath is bad and the subject is so delicate their friends will never mention it . . ."

That appeared in the 1850's. The *Morning News* has come a long way, but its advertising columns retain time-tried appeals.

The author has been on the *Morning News* editorial staff since 1925. J. J. Taylor, editor-in-chief, contributes an introduction.

Westinghouse Creates New Air Conditioning Dept.

The rising importance of air conditioning has moved Westinghouse Electric & Manufacturing Co. to create an air conditioning department entirely separate from its merchandise division at Mansfield, O., and establish it at the East Springfield, Mass., plant, effective September 1. P. Y. Danley is general manager with H. F. Hildreth in charge of home equipment sales. In order to cover the Middle-West region closely, S. F. Myers has been appointed assistant manager of the new department with headquarters in Chicago.

SALES MANAGEMENT

Leaves from a Managing Editor's Notebook*

Memo 8-1-'38

Editorial plans complete for "Managing Salesmen in 1939", with sections on:
 Hiring Salesmen
 Training Salesmen
 Paying Salesmen
 Equipping Salesmen
 Controlling Salesmen
 Stimulating Salesmen

Figure on 120 pages or more with color runs.

Memo 8-2-'38

October 10th issue has to be good. July cross-section subscriber check shows it to be most popular single feature appearing during year in Sales Management's complete editorial program!

* * *

Order photos on best new sales tools—kits, portfolios, visual presentations, etc.,—we've found this year.

Memo 8-4-'38

Reserve at least 25 pages in Oct. 10 dummy for annual review of best industrial films of the year. Both slides and movies to be included as usual. Note continuously broadening uses to which films are being put in American business. Get examples of pictures of all types, so far as possible.

Memo 8-5-'38

Subscribers are so keen about Pictographs—why not arrange about five of them for Oct. 10? Send note to advertising dept. that five swell preferred positions will be available opposite these.

* * *

Check up on that idea for "salesmanship test" we discussed at staff meeting two weeks ago.

Memo 8-9-'38

Philadelphia editor has delivered De Long Hook & Eye story about Charles Wiers' most successful sales bulletins for wholesaler's and retailer's salesmen. Reports company making all-time high in sales volume this year.

* * *

See if we can clear that survey on branch managers' compensation plans for the October 10 closing date.

Memo 8-10-'38

To Associate Editor Wright: You're to see that at least half a dozen bang-up stories on the best sales contests of the year are ready not later than September 10—for "Managing Salesmen in 1939", of course.

* * *

Reserve space in dummy for six new advertisers who have already ordered space—list on Reed's desk.

Memo 8-3-'38

Two more good articles cleared for 10-10—one on missionary salesmen, one on junior salesmen.

Query: Has the Armstrong Cork Company delivered special pictures to be used to illustrate the excellent article on their sales training system?

Memo 8-8-'38

Sent to printer: excellent article by Rados, "The ABC's of Successful Sales Training". All done with charts—arrange for color run on these.

* * *

Clean up survey on company policies in 50 firms on salesmen's pensions, vacations, sick-leave, group insurance, etc., etc.

Memo 8-11-'38

Sent to printer: story from San Francisco editor on those amazingly successful Tide Water Associated Oil "road show" conventions.

* * *

Also re. conventions: get advance galley on the "Check List for Convention Planning" for promotion department.

* Some brief and informal glimpses of what is going on in the Sales Management editorial offices in New York, on the job of manufacturing the "Managing Salesmen in 1939" issue. This—but perhaps we no longer need to remind you—is the big issue published every Fall which is devoted entirely to man-power problems in selling. We hope both subscribers and advertisers will agree with our belief that it is going to be the "best ever."

Sales Management



Program Comes First

On June 30, 1936, John L. Clark resigned after ten years as general manager of WLW, Powel Crosley's 500,000-watt station in Cincinnati, to become president of the new Transamerican Broadcasting & Television Corp.

With WLW he had supervised time sales which grew to nearly \$3,000,000 a year. In that period he had sold between \$5,000,000 and \$6,000,000 worth of air time. He had stuck steadfastly for a high rate, as a means of providing revenue for better sustaining as well as commercial programs. He had done a creative job in improving the caliber—and the audience responsiveness—of WLW programs.

Then he quit—this veteran of 35 years—to project his experience on a national basis.

Transamerican Broadcasting & Television now functions as sales representative for a large group of strategically located stations from coast to coast, and includes WLW, WCAU, the California Radio System and some seventy-five other stations located in the most important markets throughout the country. Transamerican's transcription business has developed tremendously during the past year, particularly because of the elimination and absorption by Transamerican of the costs involved in recording the advertiser's programs. The term "free transcription" has become closely associated with Transamerican's recording activities, particularly in connection with taking programs off the network at the time of broadcast, and thus making the programs available in transcription form in whatever markets the advertiser may choose. Where stations affiliated with Transamerican are used in such markets no charge is made for this recording, which in many instances has saved the advertiser thousands of dollars.

But the principal reason for Transamerican's growth has been its recognition that "the program comes first."

Transamerican does a creative job. It concentrates consistently on creating programs which sell advertisers—by proving that its programs sell consumers.

In the first half of this year its entire business was 100 per cent larger than in the first half of 1937. Most of this progress has come through programs. Transamerican has found that it can do a more worthwhile sales job for the stations it represents—and for all radio stations—by giving the advertiser a more effective vehicle through which to present his wares to his audience.

Thus, Transamerican's program business has grown from 64 quarter-hours a week, in the first half of 1937, to more than 300 quarter-hours a week in 1938.

The list of important advertisers currently using Transamerican's program facilities includes General Foods, Quaker Oats, Procter & Gamble, Colgate, Bristol-Myers, Lambert Pharmacal, Armstrong Cork, Oneida Silverware, Sinclair Oil, Libby, Brown & Williamson, and International Harvester.

A few weeks ago Procter & Gamble signed a five-year contract with Transamerican for "Life Can Be Beautiful," a new, 15-minute, five-a-week, daytime serial, to be placed on a national network in September for Ivory Soap Products, through Compton Advertising, Inc. "Insurance" that the serial will be as fresh and stimulating in the next five years as it is now was provided by the announcement—believed unprecedented—that two top-notch radio playwrights—Carl Bixby, author of "Dangerous Paradise," "Big Sister" and other successful serials, and Don Becker, creator of the "Life of Mary Sothern" and a score of famous radio features, will collaborate on the writing.

Transamerican will put this collaboration idea to work wherever the problem warrants.



John L. Clark, president, Transamerican Broadcasting & Television Corp.

In some cases Transamerican does the entire show. Sometimes it's merely the script. Sometimes production. Sometimes it collaborates with the advertising agency.

Transamerican's purpose—as E. J. Rosenberg, executive vice-president, explained it to SM—is not to supplant anyone, but to provide that vital something which makes a program click. It tries to provide flexibility—and resourcefulness.

Warner Bros. Pictures are interested in Transamerican, but this does not mean that Transamerican must confine itself to Warner's actors, or go out of its way to sell them. Dick Powell, a Warner Bros. star, was emcee in Lucky Strike's "Your Hollywood Parade." But if it were thought that someone else could have done the job better, he would have been obtained.

Transamerican grossed \$2,500,000 from its various operations last year. Mr. Rosenberg would not predict the total for the full year 1938. It is a good guess, however, that it may be twice as much.

Because of the customary Summer seasonal contraction of radio advertising, a complete list of current Transamerican programs is not available at the moment of writing. However, among other Transamerican shows now on the air, or which have been temporarily interrupted during the past few weeks, are Libby's dramatizations of short short stories from *Liberty*.

Magazine, Gruen Watch Co.'s "Academy Theater of the Air," a dramatized series of "hit" motion pictures, and "The Life of Mary Sothern," serial story, release of which has just been secured from Lehn & Fink, after a sponsorship of over three years.

The executives of Transamerican have had wide and thorough experience in showmanship and selling. Mr. Rosenberg, a graduate of Harvard and of the Harvard Business School, was formerly general manager of the Society of European Stage Authors and Composers, and active in the production and distribution of motion pictures. Virgil Reiter Jr., vice-president at Chicago, did advertising work with Buick, Nash, and Graham-Paige—and then, with Scott Howe Bowen Inc., handled the first national radio account ever to be placed in Detroit—the McAleer Manufacturing Co. C. P. Jaeger, vice-president, entered radio via the sales staff of the Chicago Tribune and magazine representative work. William V. Ray, formerly manager of Warner Bros.' Station KFWB in Hollywood, is head of Transamerican's operation on the West Coast. Harry Hoff is assistant to Don Becker, and Carl Bixby is chief staff writer. A staff of program and time specialists is maintained in all three offices.

Radio business—network and spot—is still growing. But the sale of radio time is not the cinch that it was. Advertisers who once bought expensive time largely for vanity's sake—or to provide work and fame and revenue for singers and actors among their relatives—have been forced by necessity to take radio more seriously. The best shows pull better than ever, but against their competition the not-so-good shows can pull hardly at all.

Some time ago Mr. Clark pointed out that despite the continued increase in time sales, "the mortality rate among important advertisers is most alarming. Much of the increased volume has been due to the expansion of a half dozen advertisers, who, combined, practically monopolize the air. If these advertisers alone should suddenly be faced with the problem of finding suitable program material, and should decide to stop broadcasting until they found it, they could put radio broadcasting deep in the red."

"If broadcasting is to maintain its influence on the people, and consequently its advertising effect," Mr. Clark emphasized; "immediate attention must be given to programs by those who devote their energy to broadcasting exclusively."

This "exclusive attention" has been Transamerican's job. The expansion figures cited here indicate that advertisers believe Transamerican is doing its job well. Well planned programs pay.

McGraw-Hill Starts a Public Relations Crusade

"Public Relations for Industry" is the theme of a broad editorial effort McGraw-Hill Publishing Co. and its 22 industrial, engineering and business magazines are now starting. To help energize various parallel movements by the U. S. Chamber of Commerce, National Association of Manufacturers, trade associations and the like, all McGraw-Hill publications in October will carry a special insert on the subject followed in future issues by special treatment of each industry.

All of this mass of editorial material will be designed to help companies and individuals offset misconceptions in the public mind about the need for excessive government control, about underpaid labor,

about overpaid stockholders and executives, about "destruction of jobs by machines," etc. It will present factual studies, industry by industry. It will suggest plans for better company relations with employes, customers and communities.

This editorial crusade, based in part upon suggestions supplied by several hundred leaders of both industry and labor, will be directed to the 700,000 supervisors of labor, 200,000 top executives and 100,000 salesmen who form the readership of McGraw-Hill magazines. McGraw-Hill officers are touring the nation to tell groups of men in all parts of the country about the plan, suggesting the use of the McGraw-Hill editorial material in periodic plant meetings, in training courses for foremen, and in house organs. They also are encouraging companies "to re-examine conditions in the plant as they affect workers, in the light of the practices and experiences of others described in the publications."

The McGraw-Hill "crusade," far from being a "whitewash industry" movement, has the double objective of convincing every section of industry that there is a keen need for intelligent public relations and of showing companies how to carry on such programs. McGraw-Hill will further promote the idea in newspaper advertising.

The Press and FDR

"To test the accuracy of the repeated contention of President Roosevelt and his administration that the New Deal was re-elected (1936) in spite of the opposition of from 80 to 90% of the nation's newspapers," New York Hearstian tabloid, the *Daily Mirror*, last month conducted a poll among 1,898 daily papers. Tabulated results, says the *Mirror*, showed that 44% of the 827 newspapers which replied (total circulation of approximately 25,000,000 or two-thirds of the nation's daily newspaper circulation) "generally supported" the FDR administration in 1936, only 66% opposed.

In the *Mirror's* poll FDR doesn't stand in so well in 1938 with the daily press. Newspaper support of the President, says the paper has dropped from 44% to 38% as of today.

Newspaper Linage Still Off

Newspaper advertising for the first seven months of this year, as compared with the same period of 1937, was down 15%, according to the latest report of Media Records, Inc. Automobile linage again suffered the most severe drop—down 32.7% from the 1937 level—and department stores the least—down 7.9%. Other losses reported were as follows:

	% Loss from 1937 Level
General	26.1
Financial	22.2
Total Display	16.1
Classified	10.9
Retail	10.8

Texas State Network

When Elliott Roosevelt's newly formed Texas State Network, Inc., adds its 23 stations to Mutual Broadcasting System's hook-up on September 15 it will swell Mutual's affiliations to 107 stations in the United States and Hawaii.

(Formed September 15, 1934, Mutual is celebrating its fourth anniversary as the "third major network." Columbia Broadcasting System and the National Broadcasting Co., both over ten years old, list, respectively 113 and 154 owned and affiliated stations.)

Texas headquarters of the new Mutual affiliates will be Fort Worth, with key stations at KGKO and KATA, that city, and WRR, Dallas municipally owned but commercially operated station. National business branches are to be located in New York, Chicago and Detroit.

The Texas State Network, which recently bought out Hearst Southwest stations WACO, Waco, and KNOW, Austin, is now one of the largest regional networks in the country. Executive personnel lists Elliott Roosevelt, president; Neal Barrett, former vice-president for the Hearst interests, executive vice-president; and Harry A. Hutchinson, formerly manager of Station KFJZ, Fort Worth, general manager.

Weekly Group Formed

A nation-wide combination of 2,113 "dominant rural weekly newspapers in non-daily counties" has been organized by Woodyard Associates, Inc., New York, newspaper publishers' representatives, to develop advertising for these types of papers. A combined circulation of 3,423,080 is certified for the group, company representatives having gone into the field to audit the books of member papers. A rate and data book just issued lists the group as covering a market with a buying power of \$10,000,000,000 and a population of 62,000,000.

Simplicity's 8,000,000

Simplicity Prevue Magazine, division of Simplicity Pattern Co., Inc., has just issued its first circulation book containing "a detailed story of the largest army of women consumers yet to be assembled by a publication"—8,000,000 women readers a month.

Circulation figures, audited by Price, Waterhouse & Co., New York, are based on a minimum issue of *Prevue* for a six-month period, ending April, 1938, and are broken down into both state and city classifications. *Prevue's* story, in a nutshell, is that it has a coverage of 20% or more in 40 states which contain 90% of the country's families, and the same coverage in 903 out of 995 U. S. Cities with a population of 10,000 or more.

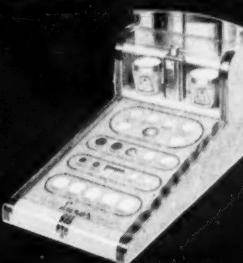
Life Promotes Itself in the Automotive Market

Geare-Marston, New York and Philadelphia ad agency, can't recall that any advertiser has used eight-page inserts in automotive trade publications since way back in 1920. But its client, *Life*, is about to break the ice on the pond and go in for a refreshing swim with such a campaign, to run once a month, in *Motor*, *Automobile Trade Journal*, *Motor Age* and *Motor World Wholesale*.

Six eight-page inserts in all will be used, the first two scheduled for September and October in the publications mentioned. Other months will be selected later. As for copy, *Life* is going to highlight both itself and its automotive advertisers. First page of the insert will resemble the *Life* cover and make-up on subsequent pages follows *Life's* regular format. Only subject matter will be newsy bits about automotive products advertised in *Life* and "startling" new facts about the magazine itself.

Life feels that it has a very good reason for going into the automotive field with such a splash. Says Howard Black, ad mgr., "Every 1,000 *Life* families own 999 automobiles. . . . *Life* readers buy more new cars than the average. . . . Figures

CRYSTAL PERMANENT DEALER DISPLAYS



MERCHANDISERS

keep the product on top and out in front where it can be seen, examined and purchased!



IDEA BOOK SENT FREE!

Here's food for sales thought—32 pages packed full of solid, meaty information on permanent displays.

CRYSTAL MANUFACTURING CO.

1760 DIVERSEY BLVD., CHICAGO
Representatives in Principal Cities

DO YOU WANT A LINE?

If you have a distributing organization—local, sectional or national—and you are seeking new or additional items to sell, *SALES MANAGEMENT* magazine invites you to file in their New York offices information about your company, and data on the type of product you are best equipped to distribute.

DO YOU WANT A SALES AGENT?

If you are seeking distributing organizations to take on your product, *SALES MANAGEMENT* invites you to file in their New York offices a statement of your needs with respect to the territory to be covered.

* * *

Through the *SALES MANAGEMENT* Readers' Service Bureau, this magazine will be glad to establish contacts between companies seeking distribution, and those having meritorious products which need distribution machinery, wherever we can do so.

SALES MANAGEMENT

420 LEXINGTON AVENUE
NEW YORK CITY



COOL SILENTLY

AIR CONDITIONED BEDROOMS AT WASHINGTON'S MODERN HOTEL

Assure Healthful Sleep and
Escape From All Outside Noises

✓ Restaurants ✓ Lobbies ✓
✓ Public Assembly Rooms ✓
Also Made Delightfully Com-
fortable By The Quiet Flow Of
Fresh, Washed Air

Naturally Ventilated Bedrooms
and Bathes On Every Floor, If
Preferred

Single Rooms from \$4
Double Rooms from \$6.
All with bath, of course

MAYFLOWER
The Air Conditioned
WASHINGTON, D. C.
R. L. POLLIO, Manager
NEW YORK OFFICE
521 Fifth Avenue MURRAY HILL 8-2388

show the newer the car the more miles it is driven each year and the more dollars spent on it for accessories and service. The average mileage of cars owned by *Life* readers is nearly 14,000 miles a year—far above the national average."

Media Notes

Street & Smith publication *Mademoiselle* carried a record number of advertising pages (38½) in its August "Back to College" issue . . . *Beverage Retailer Weekly* has just published its annual review and forecast number, this issue pointing out the additional New York liquor market which will be provided by the 1,000,000 visitors expected in Manhattan for its 1939 World's Fair.

The Boston *Transcript* has broken a century-old tradition of news presentation, make-up and headlines and has had its face lifted. Plastic surgeon on the case was the *Transcript's* new publisher, Lincoln O'Brien, and the rejuvenating job took form in new and more legible typography and make-up to increase advertising visibility and eliminate unnecessary type rules, dashes and superfluous ornaments. With its August 17 issue, the *Transcript* introduced a supplemental page of news devoted to events in Newton, Boston suburb comprised of several communities with a total population of 65,000.

WOAI, San Antonio, Texas, last month celebrated the completion of its new \$50,000 studios with a day of dedicatory programs . . . Call letters of the new Indianapolis station, WGVA, have been changed to WIBC, and C. A. McLaughlin, former general sales manager for a Cleveland station, has been appointed general sales manager of WIBC.

Fashion advertisers in the September 15—"Paris Opening"—issue of *Harper's Bazaar* will receive a bonus: Listing of their names and dealer helps in a trade advertisement addressed to buyers in advance of publication of the issue.

The Chicago *Herald & Examiner* will become a six-day morning tabloid on September 1. Sunday edition will remain regular size.

In its annual survey of community advertising, published in the August 5 issue, *Western Advertising* reports that community advertisers in the United States, Canada, and islands of the Pacific and Caribbean are spending \$4,250,000 this year to attract more tourists, industries and new money.

The Quaker Network, composed of 17 Pennsylvania stations which have operated under the supervision of WFIL, Philadelphia, for the past two years as a "made-to-order hook-up for political broadcasting," becomes an active regional network, effective September 1. National network affiliations include both Mutual and NBC.

"Dear . . . : Are you mentally and emotionally immature?" asks a letter recently dropped on the editor's desk, announcing the publication, on or about September 7, of a new magazine, *Grudge*. Most popular literature these days is written down to a theoretically nine-year-old audience, says *Grudge*, but its staff of ex-propaganda writers intend to write straight from the shoulder and expose "the guff dished out by the propagandists." First issue will run 5,000 copies. "Advertising will not be accepted promiscuously but from a select few who show integrity to be their password."

Media Men

Franklin H. Shoals, for many years on the national staff of the Boston *Herald-Traveler*, and more recently with the candy

division of Beech-Nut Packing Co., has joined the national department of Patterson Newspapers, Washington.

Brobuck, Inc., Chicago, producers of slide films and movies, recently promoted William Alley from script supervisor to vice-president. . . . D. D. Durr, advertising manager, in charge of the southern division, Tidewater Associated Oil Co., Los Angeles, has been appointed chairman of the newly formed Los Angeles Newspaper Publishers Association.

National Sportsman and Hunting and Fishing, publications of National Sportsman, Inc., have appointed Clarence T. Engdall as western manager. He was formerly assistant advertising manager of *The Economist*.

Fawcett Publications, Inc., has announced the following personnel changes: William Hartley, member of the Fawcett editorial staff for the past two years, will replace Tom De Vane, resigned, as editor of *Screen Book*; Miss Helen Cunningham, formerly of the Dell Publishing Co., has been appointed editor of *Romantic Story*, replacing Miss Mary Lou Butler, resigned.

C. L. Eaves, who for the past nine years has been connected with Albuquerque newspapers, has been named manager of the Albuquerque Broadcasting Co., operators of station KOB.

Frederick S. Sly has resigned as president of Furniture Index, Inc., publishers of *Furniture Index*, but will continue to represent the company in the eastern area and to act as consultant to the Publishers' Clearing House, New York.

Bert Carter, formerly with Curtis Publishing Co., has been named eastern advertising manager of *Ken*, succeeding John K. Herbert, resigned. . . . Norman B. Terry, who has been handling promotion of Jam Handy's sales training sound movie, "Selling America," in St. Louis, has been transferred to the editorial staff of Jam Handy Picture Service, Inc.



Hearstmen Shake: Merrill C. Meigs, left, who has just been named publisher of the *Chicago American*, and H. A. Koehler, right, newly appointed publisher of the *Chicago Herald & Examiner* (See Media Notes) reciprocate congratulations as they take over new jobs. Mr. Meigs, with the Hearst organization since 1919, was publisher of the *American* once before. Mr. Koehler was formerly Chicago manager of Hearst International Advertising Service.

Intelligently PRESENTED

ASPHALT SHINGLE AND ROOFING INSTITUTE

2 WEST 45TH STREET, NEW YORK, N. Y.

OFFICE OF THE
MANAGER

July 21, 1938.

TELEPHONE
VANDERBILT 3-8037

Ross Federal Research Corporation
6 East 45th Street
New York, N. Y.

Attention: Mr. S. W. Sheetz

Gentlemen:

You will probably be interested to learn our final reaction on the consumer study recently conducted by Ross Federal on Asphalt Shingles.

Members of this Industry, to whom reprints of the survey findings and analysis were sent, have commented very favorably on the project. Reports of your field representatives on the condition of Asphalt Shingle roofing were intelligently presented and informative to a very useful extent.

In particular, I wish to express our appreciation of the analysis of the findings which your organization voluntarily provided. It was most helpful — and an excellent indication of your interest in assisting a client above and beyond the assignment specifications.

Kindly express our satisfaction to your associates for a good job well done.

Very truly yours,

J. S. BRYANT.

ROSS FEDERAL RESEARCH CORPORATION

EXECUTIVE OFFICES: 6 EAST 45th STREET, NEW YORK, N. Y.

PICTORIAL CHARTS

Make dry figures live and have meaning; tell the story through picture charts in one quarter the space and ten times the reader interest and understanding.

Use them for—

- Sales Presentations
- National Advertising
- Stockholders' Reports
- House Organs
- Convention Exhibits
- Sales Manuals.

If you like SM's Marketing Pictographs you will like our work, for we have designed those pages every month.

You will be under no obligation if you ask for suggestions and prices.

THE CHARTMAKERS
277 W. 12th Street
New York City



● Under the same roof with you are the five fine buildings of the Terminal development, and the Union Terminal itself.

● Rooms are comfortable, the meals are famous. And everyone tries to prove we're glad to have you with us.

Air-conditioned
restaurants—dancing—
Men's Cafe.

HOTEL CLEVELAND
Cleveland

What the Consumer Thinks of Advertising—1938 and 1934

(Continued from page 20)

ing testimonials is not wholly convincing, "for a testimonial of a famous person may be unconvincing in itself, but if it has attention value it may lead the consumer on into the ad and there he or she *may* find other statements which counteract the disbelief created by the testimonial."

A Ross investigator in Cleveland reports: "Every person I contacted gave a derisive smile when asked if testimonials from famous people carried any weight with him." From Hartford comes the report that "most women were familiar with the *Good Housekeeping* label, and the men more often with Consumer's Research."

An excellent summing-up of author-

ties comes from a Ross field worker in Philadelphia:

"The value of testing laboratories maintained by magazines and newspapers (and the *Good Housekeeping* seals appeared to have almost a monopoly on this type of endorsement) either ranked third in acceptance or were thrown out as of no value because of the belief that advertising in the magazine or newspaper issuing the seal of approval was influential in having the seal presented.

"The value of endorsements by athletes, society people, movie actors, etc., appeared to lower the opinion of the public toward the company utilizing such methods, with two possible exceptions. Camel cigarettes suffered in this respect but had the benefit of *new customers*, youngsters of senior high school age. The other possible exception noted was in the very high-

Do People Buy If They Believe Advertising Exaggerates?

(Continued from page 18)

PRODUCT	No. stat-ing advertising is most exaggerated	No. who dis-approve but nevertheless use	% who use but dis-approve	PRODUCT	No. stat-ing advertising is most exaggerated	No. who dis-approve but nevertheless use	% who use but dis-approve
Ipana.....	10	1	10	Arden, Elizabeth.....	4	3	75
Pond's.....	8	..	0	Kraft salad dressing.....	4	..	0
Bayer's aspirin.....	7	2	29	Goodrich.....	4	..	0
Pepsodent antiseptic.....	7	..	0	Indent.....	4	..	0
Hopper's, Edna Wallace.....	7	..	0	Forhan's.....	4	..	0
Carter's liver pills.....	7	..	0	Ironized yeast.....	4	..	0
Super Suds.....	7	..	0	Dodge.....	3	..	0
General Motors.....	8	3	50	Hyde Park beer.....	3	..	0
Kellogg's All-Bran.....	6	..	0	Kellogg's (product not identified).....	3	..	0
Maxwell House coffee.....	6	..	0	Huskies.....	3	..	0
Texaco gasoline.....	6	1	16	Tangee.....	3	1	33
Fitch shampoo.....	6	..	0	Gray's, Dorothy.....	3	1	33
Campbell's soup.....	6	3	50	Max Factor.....	3	..	0
Colgate.....	6	2	33	Jell-O.....	3	..	0
Kolynos.....	8	..	0	Calvert.....	3	..	0
Kellogg's corn flakes.....	5	2	40	Lux flakes.....	3	..	0
Philip Morris.....	5	..	0	Fels Naptha chips.....	3	1	33
Shell.....	5	..	0	P & G.....	3	..	0
Absorbine, Jr.....	5	..	0	Dr. Pepper.....	3	..	0
Chrysler.....	4	2	50	Welch's grape juice.....	3	1	33
Chevrolet.....	4	1	25	Phillip's products.....	3	..	0
Wonder bread.....	4	..	0	(333 other products were mentioned once or twice)			

... GET A



PUBLIC SPEAKER
"A speech must be leavened with laughter if you hope to keep an audience with you."



LAWYER
"A good story has won many a case for me."



EDUCATOR
"Sugar-coated instruction is more likely to stick in the student's memory."



SALES MANAGER
"Drive home the point with a good story" is my motto.



EXECUTIVE
"A little humor is a great aid in getting along with my associates and employees."



MINISTER
"It's no sin to smile! I weave good stories into my sermons and informal talks."



DOCTOR
"A cheerful bedside manner is often worth more than medicine."



CLUB WOMAN
"I've learned in my experience as a club speaker that women do appreciate humor."

Laugh-

AND YOU'LL WIN YOUR POINT!

LAUGHTER stimulates ACTION. It breaks down barriers; smoothes troubled waters; annihilates antagonisms; converts foes and wins friends. The problem, of course, is to find precisely the right story for the right time and place. To meet this need we have long planned a regular encyclopedia of humor. And now we're ready to go to press with America's BIG Fun Book—*The Treasury of Modern Humor*.

Here, in a thousand closely-packed pages, we give you the very cream of the country's humor—jokes, anecdotes, stories, comic poems, toasts, introductions—

Thousands of Laughs for YOU to Use

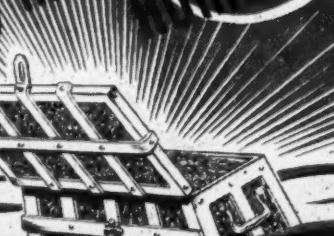
You've seen other collections of humor. But nothing like this. Here we offer more material than you would expect to find in half-a-dozen ordinary books. And material you can put right to work. Everything classified and indexed so you can find just what you want when you need it. This was planned and designed as a \$5 book, but we are accepting advance orders at only \$3.95. Promptly on publication the price goes to \$5. ACT NOW and save \$1.05!

DICTIONARY OF DEFINITIONS: More than 2,000 pertinent (and impertinent!) definitions, arranged alphabetically. Examples: *Bore*—one who opens his mouth and puts his feats in it; *Politician*—one who stands for what he thinks the voters will fall for.

GEMS OF HUMOR: The funniest stories, essays and sketches in the English language. Classics of all time grouped here for your convenience.

2,500 NEW FUNNY STORIES: A brand-new collection, including the favorite anecdotes of more than 150 celebrities. Complete subject index enables you to find a story quickly for any occasion or situation.

187 COMIC POEMS: All your old favorites from *Casey at*



- DICTIONARY OF DEFINITIONS
- GEMS OF HUMOR
- 2,500 NEW FUNNY STORIES
- 187 COMIC POEMS
- 15 HUMOROUS SPEECHES
- 34 CLEVER WAYS TO INTRODUCE A SPEAKER
- 18 HUMOROUS RESPONSES TO AN INTRODUCTION

America's
BIG FUN
Book

1,024 PAGES OF

Here is the standard reference work of American Humor. A wealth of material that is New, Bright, Entertaining and above all, Usable.

PRICE ON \$5.00
PUBLICATION

ADVANCE ORDERS
ACCEPTED AT ONLY

\$3.95

ORDER NOW AND SAVE \$1.05

the Bat to The Ballad of Captain Kidd. Yes, and a choice collection of new ones, too!

TOASTS FOR ALL OCCASIONS: One of the most complete collections of toasts ever published. A feature that is really a book in itself.

24 CLEVER WAYS TO INTRODUCE A SPEAKER: We are all called on now and then to present some friend or acquaintance to an audience. Here are some practical suggestions to make your introduction memorable.

18 HUMOROUS RESPONSES TO AN INTRODUCTION: "Getting off to a good start" is one of the speaker's real problems. In this section we suggest some graceful ways to "break the ice."

America's
largest publisher of
Speech Material



Dept. S-19

MAXWELL DROKE, Publisher,
P. O. Box 611, Indianapolis, Indiana.

Promptly upon publication send me, postpaid, a copy of *The Treasury of Modern Humor* at the special pre-publication price of only \$3.95 (regular \$5 value). I will either return the book in 10 days or send you remittance in full payment.

Name..... Address.....

City..... State.....

Business or Position.....

Occupation.....

or Title.....

(Name of firm connected with)

Check here if you attach remittance, entitling you to FREE copy of *Success in Public Speaking*. Same return privilege, of course.

CUSTOM TAILORS



Talk is Cheap—

but your satisfied experience will prove the good investment of our custom-tailored business and sport suits, at from only

\$85.00

**SHOTLAND
AND
SHOTLAND**

574 FIFTH AVENUE, NEW YORK
TELEPHONE BRYANT 9-7495

priced cosmetics and allied products field where endorsement by well-known society people carried some weight with people able to afford the products otherwise.

"Testimony of users of a product was placed second to that of athletes, etc., in lack of value unless the endorser was personally known by the prospective customer and the endorsement was made person-to-person. An exception here was that of professional people who placed no value in the layman's opinion even though personally known.

"Here in Philadelphia the manufacturer's statements were regarded as the standard criterion of endorsement because he would be the one to know most about a product and it would be to his interest to place value behind his product to build up good will toward the company and all its products. The manufacturer's statements regarding his product, if grossly untrue, were liable to correction by the Federal government.

"Endorsement by laboratories maintained by colleges, etc., were considered of second value to standards set by the Federal government, conditional to such endorsement being specific; even more specific than that made by the Federal government, and verification of the independence of the endorsing association where such organization is not easily recognized by the public.

"Invariably the public changed from the product whose advertising was found most exaggerated, either to another in the field, or sometimes covered their disappointment by discontinuing use of all similar items. This was found to be the case in disappointed users of yeast products."

What's Wrong?

After securing answers to the several specific questions, the Ross field workers gave respondents a chance to let off steam by asking "What is your chief criticism of advertisements?"

	1934	1938
	%	%
Exaggeration, over-exaggeration, and "lack of truth".	44.9	51.4
Too much advertising, too much build-up, and ballyhoo	11.2	24.3
Too many testimonials	4.2	7.5
Not enough facts	8.8	9.8
Do not state price	2.1	2.2
All other reasons	28.9	4.8

What's wrong? It seems that there's plenty wrong. The Crowell and Hearst studies indicate the tremendous numbers of consumers who come under the influence of anti-advertising propaganda in schools, colleges, women's clubs, political bureaus, cooperatives, and through books and reports of Consumers Research and Consumers Union.

This survey does not indicate the extent to which consumers have been influenced by these organizations as against making up their own minds by reading and hearing advertisements which they consider untruthful or at least grossly exaggerated—but the 1938 survey does show, both by itself and by comparison with 1934, that the situation is serious.

Either those interested in advertising will clean their own house, or it

will be cleaned for them either by regulatory legislation or a growing diminution of consumer purchases of advertised brands.

Will Electric Razors Steal the Market from Shaving Preparations?

(Continued from page 53)

did, that each of these users formerly spent \$10 a year on soaps, creams and lotions, the annual market for these supplies has already been diminished by \$20,000,000. Nevertheless, most of the manufacturers of these products are evincing no fears for the immediate future. It is significant, too, that advertising schedules are not being reduced, even by those manufacturers who are uneasy about conditions five years hence.

Meanwhile, leaders in the field are going ahead with promotional activities: Barbasol (Erwin, Wasey & Co.) is using radio; and copy with sex appeal ("I surrender — to a Barbasol face," etc.) in such publications as *Collier's*, *Esquire*, *Ken*, *Life*, *Look*, *Saturday Evening Post*. Burma-Shave continues sampling and "regular forms of advertising . . . with gratifying results. Our business has been forging ahead each month."

Colgate-Palmolive-Peet uses radio (Gang Busters for Palmolive, Dale Carnegie for Colgate). Also, store merchandising plans for complete lines, which include shaving creams. Current plan consists of a free gift to the consumer of a 50-cent bottle of Gardenia Eau de Cologne with purchase of 37 cents or more of Colgate and Palmolive toiletries.

Ingram (Pedlar & Ryan) is in *American*, *Collier's*, *Liberty*, *Saturday Evening Post*, with copy stressing the "kick" of an Ingram shave and its economy (based on the product's low water-content). Lifebuoy shaving cream is advertised to the trade as a companion item for Lifebuoy soap: "There's nothing quite like the loyalty of a Lifebuoy fan . . . Feature your Lifebuoy shaving cream side by side with Lifebuoy soap."

Mennen (H. M. Kiesewetter Advertising Agency) burlesques the sex appeal theme in amusing Richard Taylor cartoons, with minimum text, in *American*, *Collier's*, *Esquire*, *Newsweek*, *Saturday Evening Post*, *Time*; and uses pages and double spreads in trade journals to promote special deals and combination offers.

Mollé (Stack-Goble) uses radio and

SALES MANAGEMENT

(in New York) car cards, has doubled volume in the last four years, with sales for first quarter of 1938 39% ahead of last year.

J. B. Williams' Glider (J. Walter Thompson) uses radio and newspapers; and magazine copy without illustrations made interesting by type arrangement and the challenging headline, "A New Shave Cream for the 1 Man in 7 Who Shaves Every Day." Returns are said to be highly gratifying.

"It isn't the electric razor that worries our client," a staff member of an advertising agency told SM. "But some of these days a depilatory will be perfected that will take off the beard without hurting the face—and then, zowie!"

A Lulu or a Dud? Necco Pre-tests to Find Out

(Continued from page 28)

ing at the rate of nearly 50,000,000 bars a year. In point of sales it now compares favorably with the sales rates of products dominant in the company's line for many years. Incidentally, Sky Bar was purposely named so that sky advertising could be used in its promotion.

The company is now pushing the sale of Sky Bar with a crew of shock troops which invades various cities in turn, visiting retailers to tell of the bar's popularity, to work for more and better window and interior displays and to tell of the sky writing. Sky advertising is used twice daily. During a week spent in Worcester, this crew boosted distribution from 50 to 90%.

Sky Bar has also been featured in Metropolitan Boston by a newspaper contest offering 24 cash awards weekly for completing sentences. The contest produced 10,000 entries in one week, each entry being accompanied by a wrapper or facsimile.

However, not all tests produce as favorable results as these mentioned. There was the case of a leading five-cent item which the firm sought to re-package. The re-styled wrapper appealed to Necco's management and it was submitted to retail test. Sales decreased steadily during the test and suffered a net loss of 38.3% in volume and 61% in net profit during a four-week test.

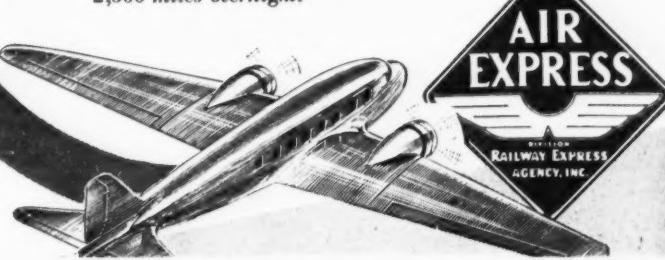
In this case, the sales planning division suggested immediate liquidation of the investment which had been made to prepare the re-styled wrapper. It was a definite instance of a test saving the company marked loss in volume and profit on a large selling item.

SEPTEMBER 1, 1938

AIR EXPRESSED... SAMPLES "TOP" SALES CONVENTION—

Smart sales manager plans knockout promotion on new holiday line. Wires South Bend plant "rush special samples by AIR EXPRESS direct to convention hall". Gets delivery, 1000 miles in 6 hours, and ties in his fast-moving line with super-speed service. Scores a direct sales hit, at trifling cost. Direct super-speed service to 220 key cities and direct rail-air connections to 23,000 cities and towns in United States and Canada; also to Latin America, Honolulu and Far East. For service phone RAILWAY EXPRESS—AIR EXPRESS Division.

2,500 miles overnight.



IN CHICAGO

A BEAUTIFUL SUITE

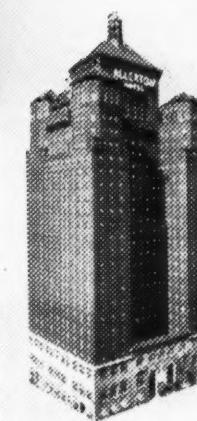
\$6.00 FOR TWO PERSONS

TWIN BEDS, BATH, PARLOR, RADIO

A SINGLE

\$2.50 WITH BATH AND RADIO

Special Weekly and
Monthly Rates



HOTEL

ALLERTON

701 NORTH
MICHIGAN AVE.
CHICAGO, ILL.

CLOSE TO EVERYTHING

On upper Michigan Avenue in the heart of Chicago's Near North Side—a few minutes walk from beautiful Lake Michigan, Loop offices, business and amusement centers. Harding's "Just Wonderful Food" featured in dining room and cafeteria. Friendly service. No parking worries.

JOHN P. HARDING
MANAGEMENT
KEN. WILLIAMS MAN. DIR.

TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA
CALGARY
EDMONTON
VANCOUVER

Florida

Open all year are five fine Collier Florida Hotels—leading East Coast, West Coast and interior hotels—catering to the business man—conveniently located for anyone making a trip around the state.

Tampa
HOTEL TAMPA TERRACE
HOTEL FLORIDAN

West Palm Beach
HOTEL DIXIE COURT

Lakeland
HOTEL LAKELAND TERRACE

Everglades
EVERGLADES INN

COLLIER FLORIDA COAST HOTELS
Barron Collier, Pres. George Mason, Gen. Mgr.

WITH THIS DIAL
YOU'RE ALWAYS COOL.
AT HOTEL LENNOX
IN ST. LOUIS



For cool, refreshing comfort, day or night, regardless of summer heat stay at Hotel Lennox. Guest-controlled air conditioning, tub and shower bath, radio and other modern features in each room. Two air-conditioned restaurants.

50% of all rooms \$3.50 or less,
single — \$5.00 or less, double.
"Downtown At Your Doorstep"

HOTEL
Lennox
NINTH AND WASHINGTON • ST. LOUIS
HOTEL MAYFAIR ONE BLOCK OVER—
SAME MANAGEMENT

tips



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Two Major Sales Yardsticks: Consumer Age and Income

During the late Spring and early Summer of 1937, an intensive house-to-house survey on the use of branded merchandise in magazine homes, vs. non-magazine homes, was made for the Macfadden Publications, and published that year as a thoroughgoing study under the title of "Magazine Homes and Branded Merchandise."

As a supplement to this original study, and based on original data secured by the Clark-Hooper interviewers who conducted the original survey, a further research is now available, titled "Age and Income of Those Who Buy." As is succinctly pointed out in the introduction, manufacturers of expensive automobiles need no survey to tell that their market lies among prospects of upper income brackets. Likewise, a manufacturer of canned baby food aims correctly and without weighty research at the market of young mothers. But in what income groups are the best prospects for a 10-cent can of soup, a 25-cent tooth paste, or even a \$200 mechanical refrigerator—there's the rub, and there, by the same token, are the interests of most manufacturers. Do younger or older families represent the best prospects for a new automobile? Are younger housewives more easily influenced to use a prepared shortening than are older housewives?

The age of 40 is taken in this study as the age dividing line, and product purchase and use is shown graphically and in figures for some 40 durable and consumable products. Income is charted in five classes, from \$5,000 and over to under \$1,000. A manufacturer of canned beans, for example, will find that the facts brought out in Fort Wayne bear out the theory that younger housewives make greater use of the can opener than the older housewives, as 73.8% of the homemakers of less than 40 years of age use this product, while 68.7% of those over 40 are his customers or prospects.

Turning further into the study, he will observe that national brands are bought by 33.1% of those under 40, to 27.3% of those over 40; that other brands are bought by 40.7% of those under 40, to 41.4% of those over 40; and that only 26.2% of those under 40 do not use the product at all, as compared with 31.3% of those over 40. He will also observe here a composite chart of the use of canned foods by six age groups, showing national brands, other brands, and non-use.

For a study of income effect on his product, he will observe (1) penetration, the degree of use within each income group; and (2) volume, the number of users or non-users coming from each in-

come group. In (1), the use of canned beans is shown by national brands, other brands, and non-use, for income groups of over \$5,000; \$3,000 to \$5,000; \$2,000 to \$3,000; \$1,000 to \$2,000; and under \$1,000. Charts indicate amount of use of the product among all families in each of these income groups. Under (2) he will find similar percentages, based not on the total number of families, but on the actual number of users in each income group.

Manufacturers of packaged foods, beverages, baking products, dental and special soap products, automobiles, refrigerators, radios, washing machines, will find similar information. For either or both of these studies, send requests to Everett R. Smith, Macfadden Publications, 122 E. 42nd St., New York, N. Y.

Winning Brands in Waukegan Revealed in PTA Analysis

Here's another excellent Consumer Analysis, made in Waukegan, Ill., by the Parent-Teacher Association and the public school system for the Waukegan News-Sun. Blanks were furnished 2,200 homes, of which 1,031 were returned for compilation, a cross-section of 10.8% of the 9,500 families in the Waukegan and North Chicago market area. The returns were checked and re-checked, and are now presented as an accurate scoring of the popularity and prestige enjoyed by many products in a typical American market. Food products, household supplies, automobiles and tires, canned beer, tobacco, shaving creams, are among the products listed, with data showing average monthly consumption—where that fact is important—with market sales volume, number of brands reported, percent and number of family users.

SM wishes to give three loud cheers for this job, which suffers not one bit in comparison with the somewhat similar consumer analysis studies made by newspapers in metropolitan centers. In fact, we offer it as an excellent example of what can—and should—be done in the great market of medium-sized cities throughout the country, for the everlasting betterment of marketing in these communities. Manufacturers are plenty hungry for reliable information on such markets, and this survey shows most adequately that a first-rate job can be done with a minimum of cost and a maximum of accuracy and of cooperation from the local sources of information. Requests for "The Winners" to T. Hobart Hoye, Waukegan News-Sun, Waukegan, Ill.

Importance of the Banker Market Shown in Survey

How much do banks, and bankers, buy—in other words, what is the banker market—is the subject of an interesting study recently published by the business paper "Banking." This study does not attempt to estimate the influence of bankers on the advertising and production plans of the manufacturers on whose boards they may sit. It is concerned solely with the purchases made for bank use, and for the properties and services (insurance) which they control. Pointing out that in cities of 5,000 and over, banks are among the really big buyers of high-grade building materials, equipment, securities and advisory services, the study estimates the value of this institutional market. It further points out the personal buying power of the thousands of bank officers and department heads. It specifies potentials in such fields as construction materials, furnishings and equipment, office supplies and equip-

ment, securities, air conditioning, insurance, and advisory services. "Evidence," the title of the study, will be sent on request to Alden B. Baxter, *Banking*, 22 E. 40th St., New York, N. Y.

Color on Transparent Bags

A brilliant booklet has recently been published in behalf of greater sales appeal in transparent bags and envelopes. Generously sampled with tipped-in specimens illustrating different sizes and effects, and especially the use of one or more colors in the trade or advertising design, the booklet is simply entitled "*Color Printing of Transparent Cellulose Bags and Envelopes*." Published by the U. S. Envelope Co., it illustrates a number of different uses, and should be highly suggestive to executives interested in better packages. Requests to E. L. Wight, U. S. Envelope Co., Springfield, Mass.

Employee Relations Stressed in Metropolitan Reports

Two interesting, but entirely different, reports of recent date from the Metropolitan Life Insurance Co. deal with employee relations. "*Reporting to Employees on Company Operations*" is a study of special annual reports issued by 44 prominent companies, translating into non-technical language the accountants' financial statements, and stating current progress and future problems in which employees have a stake. No standardized method is in use, and all companies reporting are pioneering in their own way to show employees the share they have in the company income and the amount of capital investment needed to make it possible to carry on jobs and pay wages. The report is illustrated with several types of house organs, special financial statements, charts and graphs, and concludes with a list of companies now supplying these annual employee reports.

"Compensating Retail Automobile Salesmen" is what the title indicates, and is based largely on dealer and company salesmen compensation programs as reported in *SALES MANAGEMENT* over a period of years. Its use, however, would not necessarily be limited to automobile dealers, as the variety of compensation and stimulation plans suggested can well be applied to many types of specialty salesmen.

For copies of these reports, send requests to William J. Barrett, Policyholders Service Bureau, Metropolitan Life Insurance Co., New York, N. Y.

Cape Cod Market Study

The first market study to reach this observation point from Cape Cod recently arrived from the Cape Cod *Standard-Times*, covering that area known to vacationers from coast to coast—Cape Cod, Martha's Vineyard, and Nantucket. The study makes its appeal to national advertisers, however, on the basis of the year-around industry and income of its 12,000 families, and points to the ranking of first, second and fourth among Massachusetts counties in per capita retail sales for these three counties. In addition to a condensed statement of retail sales and outlets in the market, the study serves as a route list, as it names and gives the addresses of all grocery stores, drug stores, liquor, wine, malt license holders in the town and villages of the three counties. For copies of "*The*

Cape Cod Market," address George A. Riley, Cape Cod *Standard-Times*, Hyannis, Mass.

Put Advertising in High Gear

One field of advertising is scarcely being scratched, to say nothing of cultivated and seeded—namely, that of institutional corporate advertising. With business and its methods under attack from many angles, more and more individuals outside the professional advertising field, as well as those in it, are considering methods of counter-attack through advertising which will acquaint the public with the business point of view. Two straight-from-the-shoulder booklets dealing with this subject have recently been published by Merryle Stanley Rukeyser, well-known newspaper commentator and author. We recommend their point of view to executives who are planning ahead. They are ably illustrated, and suggest aggressive newspaper campaigns which American business can use to re-sell both the public and its own labor group. Ask for "*Streamlined Financial Statements*" and "*Sell the Business as Well as the Product*," addressing Mr. Rukeyser, at 175 Riverside Drive, New York, N. Y.

SAVE MONEY ON YOUR AUTO COSTS

If you are using a flat rate basis of paying your men for driving their own cars on business you can probably save money by adopting the Standard Cost Plan of determining the proper business mileage reimbursements to individual men. A fifteen page booklet clearly describing this plan is now available. This booklet will be sent, without obligation or cost, to any company having fifteen or more salesmen-owned cars.

RUNZHEIMER and COMPANY
Engineers
221 N. LaSalle St. Chicago

Personal Service and Supplies

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS, \$2,500 to \$26,000. This thoroughly organized advertising service of 28 years recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement, identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

company—want the chance to come along under the guidance of a capable executive. Dartmouth College graduate, presently employed. Please write to Box 601, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

PHOTO AD-CARDS

GET BUSINESS AT LOWEST COST. WE will gladly send you samples of our new PHOTO AD-CARDS. They get results. Adapted to any business or profession. Write GRAPHIC ARTS PHOTO SERVICE, Third and Market Streets, Hamilton, Ohio.

POSITIONS WANTED

SALES PROMOTION—ADVERTISING—SALES management. Effective sales letters, 12 years United States marketing experience with three manufacturers. Experienced direct mail consumer selling, also selling jobbers, chains, dealers, department stores. College degree, foreign trade. Address R.R.1 (Box 72) Dayton, Ohio.

SALES MANAGER THOROUGHLY EXPERIENCED in national distribution of washers, ironers, home appliances. Good personal producer. Experienced in sales training, supervision and market research. Wide experience selling retailers, department stores, utilities, wholesalers. Box 599, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

MARKETING ASSISTANT. FIVE YEARS developing new products and marketing household electrical merchandise through regular consumer channels—for two nationally known manufacturers. Also, successful background in advertising and as merchandise executive with large Chicago mail order retail chain. Box 602, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES PROMOTION MAN; EMPLOYED; experienced advertising manager and field sales representative; capable speaker and writer; seeks connection offering proper scope. U. S. A. or England. Address "Hartford," Box 593, SALES MANAGEMENT, 420 Lexington Avenue, New York N. Y.

SALES PROMOTION

WANT MORE BUSINESS? PROMOTE SALES, get new customers with monthly house organ. Full front page for your ad. Free cut service. 500 copies, \$10.00; 1,000, \$15.00, 2 colors. Get sample. Crier (10) 1840 East 87th Street, Cleveland, Ohio.

COMMENT

BY RAY BILL



THE SEARCH INTO MONOPOLY: To an editorial observer it appears that the highest inner councils of the New Deal are dividing into two schools of belief. One group, which might be called the conservative element, views successful recovery chiefly in terms of (1) an expanded and stabilized *private* payroll, which assures the ultimate in social security; (2) improved profits for business, thereby assuring more consistent and larger governmental tax revenues; (3) a return to balanced budgets, thereby assuring the end of excessive governmental borrowing; (4) a minimum of regulation or regimentation of business and of the individual, thereby assuring a maximum exertion of enterprise.

The other group, which might be called leftish, seems to favor recovery premised on (1) a greatly enlarged *public* payroll, thereby priming business through expanded consumer purchasing power; (2) adding new taxes and increasing old ones so that regardless of the total of business profits, governmental revenues will increase in any event; (3) continuation of unbalanced budgets and large-scale government borrowing on the theory that such inflation is a suitable and sound tonic; and (4) a maximum of regulation and even regimentation wherever the public can be protected against dishonesty, high prices, and monopoly.

Regardless of labels imposed by others, most individuals holding the first viewpoint in and out of the New Deal look upon the conservative policy as sound, the outgrowth of generations of experience and *enduringly* resultful.

Regardless of labels superimposed by others, adherents to the second belief hold their inflationary policy is *immediately* resultful, socially desirable, in keeping with changed times, and is liberal, rather than radical.

The truth is that one course savors primarily of business philosophy and the other primarily of political philosophy.

Business men naturally lean to the conservative wing, because they know business concerns cannot apply policies of the so-called liberal type to their own business and still remain in business.

It is not so very difficult for business men to understand why many politicians may lean to the liberal side, because they know that many politicians fall short of real statesmanship in their ambitious desire to maintain and aggrandize their own power. They realize that compara-

tively few politicians have ever run businesses or assumed the responsibility of meeting payrolls and hence business men anticipate that politicians will be more or less theoretical. They expect politicians to pick on the weaknesses and errors of business and financial management, without parallel crusading to eliminate the corruption and mal-administration invariably present whenever government undertakes too much by way of regulation, regimentation or outright ownership of business enterprise.

But when business men behold politicians of the same party dividing into two camps, they know something of great significance is developing. To business men it becomes increasingly evident that even inside counselors to the Administration are growing more and more skeptical of the success of New Deal policies as measured in terms of sustained prosperity actually attained or in prospect.

Lack of results—as measured in terms of widespread, stabilized prosperity—accounts for the breach in political circles. Of course, such results are not easy to attain, but in the last analysis political leaders want them quite as much as do business men.

And so, *the search*. Search for what? Monopoly? No, at least not in our opinion. Search to find what really makes the wheels of prosperity go round? Yes, that is the real objective in our opinion of many of the studies now in process in Washington, including in particular that of the so-called monopoly committee, actually entitled The Temporary National Economic Committee, composed of both legislative and administrative leaders. We are convinced that it is no muck-raking, phoney fishing expedition, but an earnest attempt to isolate and develop recovery techniques *which really work*. It is, therefore, a development which should be pleasing rather than fearsome to business men. It is a search in which both sound politicians and sound business men have much at stake and much in common. Leader of business, both big and small, can and should be helpful. Sales executives can and should play no unimportant part, for they live very close to what really makes the wheels go round.

Hence we conclude by saying—more power to the search! May the outcome be practical, rather than visionary. May the outcome be good for the great mass of the American people, because whatever best serves them will prove a boon to both politicians and business men.

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From the

ETYMOLOGY NOTE

ACCORDING to the recently published fourth section of the Dictionary of American English now being compiled by the University of Chicago, the following words made their first printed appearance in the Chicago Tribune:

Cafeteria (1896); *Canvass*, meaning the personal solicitation of votes (1875); *Capper*, a gambling tout (1897); *Car barn* (1882); *Carriage costume* (1875); *Catcher*, a device to catch mail bags from trains (1875), and *Chinese lanterns* (1865).

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is first in the field as
a news publication
is first in ability
to produce as an
advertising medium.*

The Tribune has more circulation, daily and Sunday, than any other Chicago newspaper. Advertisers place more lineage in the Tribune than in any other Chicago newspaper.



Driver Frank Crawford delivers a bundle of Chicago Tribunes at one of the stops on his route. When Frank began delivering Tribunes from a horse-drawn wagon in 1904, the daily circulation of the Tribune was 127,000. On Sunday it was 216,000. Today the daily circulation of the Tribune is in excess of 857,000. On Sunday it is over 1,115,000.

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read English, read the
Chicago Tribune."**

**James Cozzo,
Chicago Grocer**



"And the kids—they all read it," adds James Cozzo in commenting on the Tribune's influence on the buying habits of his customers.

In the Carpenter Street district where the Cozzo grocery is located, there are

*Veteran . . . First in the field . . .
What grocers know . . . Note on
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TOWER

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TO KNOW..."**

For Chicagoans the quickest way to get reliable information is to telephone the Tribune. Baseball and other sports fans phone for scores, housewives for information about menus, men and women in all walks of life for the latest news of trials, calamities, and for confirmation or denial of rumors. During the first six months of this year, the Tribune answered more than 800,000 such telephone requests for information.

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More than 85,000 persons, representing every level of family life in every neighborhood and suburb of Chicago, jammed Soldiers' Field on the evening of August 20, for the ninth annual Chicagoland Music Festival presented by the Chicago

Tribune. A cast of more than 8,000—men, women and children from 25 states and Canada—played, sang and danced. Community singing by the vast audience and a spectacular display of fireworks rounded out the program.